

## **Appendix F - Requirements Views**

This appendix contains several views (sorting, grouping, and mapping variations) of the To Be requirements database. The views are designed to support the various needs of different readers. The views provided are:

[Section 1](#) – By Business Objective: This view groups requirements by the Business Objectives provided by the BPR Steering Committee and is useful for examining the functional requirements that will satisfy these objectives.

[Section 2](#) – By Core Function: This view groups requirements by the four Core Functions and also maps them to the Activity, Sub-activity, IT Theme, and New Automated Support Tools. This view provides a tremendous amount of information that would be useful to both technical staff and business analysts/managers.

[Section 3](#) – By Functional Area: This view groups requirements by the six top-level functional areas identified by the BPR Team, and includes the Performance Desired by the requirement. This view would be useful to examine how requirements will satisfy the various top-level enterprise requirements.

[Section 4](#) – By IT Theme: This view groups requirements by Information Technology (IT) Themes, and for each requirement, shows the associated Core Function, Activity, and Sub-activity. This view will be most useful to technical staff.

[Section 5](#) – By Automated Support Tool: This view groups requirements by New Automated Support Tools that will be needed as part of the To Be business model and also shows the Core Function, Activity, and Sub-Activity associated with each requirement. As with Section 4, this view will be most useful to technical staff.

## Section 1

### VSSS BPR To-Be Requirements by Business Objective

<i>Bus Obj#</i>	<i>Business Objective</i>	<i>FR#</i>	<i>Functional Requirement</i>
1.1	New processes must be measurable so baselines can be established for future improvements.	FR1.1.1	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure, State and local systems availability, business modeling tools, financial, cost and performance information, consumer and stakeholder survey information, community-based service delivery outcomes, pending federal and state policy shifts, pending federal and state policy changes.
		FR1.1.1a	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure.
		FR1.1.1b	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including business modeling tools.
		FR1.1.1c	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including financial, cost and performance information.
		FR1.1.1d	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including consumer and stakeholder survey information.
		FR1.1.1e	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including automated community-based service delivery outcomes.
		FR1.1.1f	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, which includes automated pending federal and state policy shifts as well as pending federal and state policy changes.
		FR1.1.1g	The process shall include data availability and portability from state and local production systems to the functionally integrated business modeling laboratory.
		FR1.1.1h	The process shall provide for data modified in the business modeling laboratory to be available and portable to the VSSS production environment such that only one-time entry of data modifications are necessary.
		FR1.1.1i	The process shall validate data modified in the business modeling laboratory prior to updating the VSSS production environment according to the data validation specifications for that environment.
		FR1.4.12b	The process must be supported by a data gathering and assessment capability that can be

		easily modified on the basis of any of several factors, such as changing policy, changing technology, changing strategic needs in community-based services.
	FR1.4.6	Data gathering and automated performance measuring process shall begin at the point of first contact with the consumer. (See FR1.4.9)
	FR1.4.6a	The process must have the capability of eliciting and recording, and measuring consumer response relative to the consumer service experience
	FR5.6.1	The process shall provide automated capability for benchmarking competencies, skills and compensation against pre-defined local, statewide and national job groups
1.2	Processes must be simple, resulting in reduced training time to achieve competency.	
	FR1.1.19	The process shall provide centralized help desk and reception of request for help such that user has a single point of contact for all system issues.
	FR2.1.1	The process shall provide the mechanics for error prevention staff to work from electronic systems that are used by employees to collect and assess information and to deliver services.
	FR2.2.1	The process shall evaluate and prioritize all paper-based activities for either retirement or automation based on business case
	FR2.2.12b	The process must provide for an electronic mechanism to amalgamate cost, performance and outcome information and to communicate the correlated information broadly across the enterprise to support business analysis and decision-making
	FR4.1.1	The automated process shall reflect current policy and business rules; shall be modifiable to add or remove policy and business rules such that maintenance costs can be controlled and anticipated.
	FR4.1.1b	The process shall provide for the ability to perform technology skill certification and to assess and report on skills demonstrated by an individual.
	FR5.2.2	The process shall provide automated management capability to State and local Committee members in tracking action plans, work group assignments, due dates, progress against goals and objectives
1.3	Processes must be designed to reduce need for level of supervisory review in today's processes.	
	FR2.3.1	The process shall provide an automated method for tracking problem tickets, performing and documenting root cause analysis, and documenting immediate or planned future resolution of system problems in conjunction with the single-point-of-contact help desk.
	FR2.3.1a	The process shall provide an automated method for inventorying problems reported, resolutions to system problems, or problems identified for prioritization of on-going system enhancement;

		inventory must be published for real-time access and review across the enterprise
	FR4.2.1	The process shall provide automated assessment functionality to communicate across and between internal and external systems and populate information for the household to those systems, as well as receive status or tickler information from those systems.
	FR5.3.1	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between employees about performance and financial information
	FR5.5.2	The process shall establish automated controls such as parameters for line level authorization of financial services, purchase of services, and payment for services without levels of review.
	FR5.5.3	All processes shall have field level auditability.
1.4	Processes must be designed to reduce staff turnover that is currently based on frustration with process	
	FR1.4.8	The process shall provide an automated method for generating trends and baselines used to correct an issue based on cost analysis of loss of skills.
1.4	Processes must be designed to reduce staff turnover that is currently based on frustration with process	
	FR1.4.7	The process shall provide an automated method for recording reasons for resignation during exit interviews.
	FR1.6.4	The process shall provide a mechanism for consumers to be served on a 24x7 basis through a variety of service delivery methods and tools.
	FR1.7.1	The process shall provide web-based capability to complete and file applications for employment on-line, with ability to submit a resume in a prescribed format, and assignment of an account with PIN for the job candidate to do their own follow-up or update the resume as needed.
	FR1.7.2	The process shall provide a web-based approach to communicating the recruitment pool and their skills, background, career objectives, availability, contact information
	FR1.7.3	An automated Universal HR employee process shall track staff by locality and position, job assignments, supervisors, units, divisions, competencies and skills, leave, pay, retirement tracking, leave tracking, as well as a bank of special skills that are available to the enterprise.
	FR5.5.1	The exit interview process shall be structured such that offers anonymity and is focused on specific elements of the work assignment and work methods, and automated such that it tracks the interviewee's responses.
1.5	Processes must be designed to allow establishment of skill requirements for consumer needs analysis	
	FR1.1.20	The integrated assessment process shall according to integrated policy guidelines populate the

		appropriate program applications (systems), obtain verifications, and store common verification at a single source, without re-entry of data into any system.
	FR1.5.1	The process shall utilize a self-service assessment tool in the language of the consumer for those groups that exceed a percentage standard as determined by policy (for instance, for the caseload or for the local population).
	FR1.7.4	The HR automated process shall be accessible by employees, supervisors, managers with the ability to integrate HR information back to the Consumer Services function for assignment of cases, management of work load, and appointment calendaring.
2.1	In all programs/services, performance must be demonstrated by immediate responsiveness at the first contact with the consumer	
	FR1.1.11	The process shall provide sufficient mobile connectivity between workers in all programs and
		automated systems such that the work is not location dependent
	FR1.1.12	The process shall provide sufficient automated System Availability(s) such that office and field work can be done outside the hours of 7:30am to 5:30pm ET. Mon-Fri.
	FR1.1.12a	Systems operations scheduling must support 24 x 7 data gathering and service delivery
	FR1.1.21	The process shall provide on-line access to internal and external systems for search data with real time access to data that is as current as provider has available.
	FR1.1.22	The process shall provide the ability to finalize and act immediately on consumer requests via electronic means to capture the required electronic signature according to policy.
	FR1.1.22a	The process shall allow for the electronic documentation of case notes in a manner that provides access to those notes to any authorized internal or external partner.
	FR1.4.9	The process shall provide and automated method for gathering performance and service delivery data at the point of first contact on forward and provide routine reports on responsiveness against pre-defined and changeable performance targets.
	FR1.7.5	The universal HR process shall include performance management capability, with on-line evaluations, an on-line scorecard that exhibits performance standards for the job assignment vs. performance metrics
2.2	Performance measures must be recommended that are commensurate with the value/benefits of the service to the consumer	
	FR1.1.2	The process shall provide for real-time entry and update of the single, integrated on-line Policy

- manual.
- FR1.1.27 The process shall provide an automated, integrated, real-time searchable policy manual for all programs including financial, protective and supportive services for households (this includes for individuals, children, families, and adults).
  - FR1.1.28 The automated global data gathering capability and assessment tool shall include the following:
    1. Financial and non-financial household data prescribed as mandatory by policy
    2. Non-mandatory data as permitted by the consumer
    3. Comprehensive household-based initial needs assessment for the household irrespective of the bloodline relationships of the individuals
    4. Risk assessment
  - FR1.1.29 The process shall provide an automated global data gathering capability and assessment tool that permits development of a universal financial and services plan by VSSS and/or community-based partners for a household (see FR1.1.34) irrespective of the bloodline relationships of the individuals
  - FR1.1.29a The process shall have capability for an end user to toggle to and to view applicable policy from any rule-based point in the global data gathering facility and from any rule-based or policy-based point in any legacy system
  - FR1.1.29b The process shall have the capability for displaying on-line practicum (best practices work behaviors and procedures) side by side with applicable policy, but not integrated within policy.
  - FR1.1.29c The process shall provide the capability for the global data gathering facility and assessment tool to generate and print referrals at the initial assessment to community-based providers and to VSSS staff and again at the universal financial and services assessment to other providers-services as defined by the universal financial and services plan.
  - FR1.1.3 The process shall provide automated links between policy manual and notices of policy change and or clarification, and links between policy manual and state/federal law.
  - FR1.1.4 The process shall provide automated inquiry postings and responses for policy clarification viewable by all with a need to know with links between the response and policy.
  - FR1.1.5 The process shall provide automated traceability between policy manual updates and policy change notification and/or policy clarification responses.
  - FR1.1.5a The policy development process (which includes a single data collection tool, assessment tool, and/or systems providing the electronic case record for all disciplines) shall operate as rule-based process.
  - FR1.1.5b The single data collection tool, assessment tool, and/or systems providing the electronic case record shall reflect policy changes via automated interaction using the rules-based process.
  - FR1.1.6 The process shall have the capability to synchronize policy updates and system updates with releases of policy and systems simultaneously.
  - FR1.1.7 The process shall notify all impacted users of policy update upon sign-on.
  - FR1.1.8 The process shall provide interactive CBT scenarios (modeling of work behaviors, policy application and system utilization) in conjunction with policy updates.

2.3	Targets must be set for information gathering timeframes that are as short as redesigned processes might allow – e.g., same day	FR1.1.9	The process shall track and log staff development status for all CBT participants and make available individual status information in real-time to supervisory personnel.
		FR1.1.9a	The process shall have capability to deny entry into automated system until CBT module is successfully completed by the user.
		FR1.1.9b	The Staff and Growth Development process shall provide a maintenance tool for tracking employee staff development, skills, and competencies which includes a feedback mechanism.
		FR1.1.9c	The Staff and Growth Development process shall provide certification of employees for skill sets within a specified time standard.
		FR1.4.10	The process shall support staff in differentiating between urgent and longer range service requirements via single data gathering and universal financial services assessment mechanism.
2.4	Benefits within 24 hours to 7 days	FR1.1.13	The process shall provide automated extract and storage of information without human intervention from the following external systems: SSA, DMV, VEC, SVES, Health Department, Bur of Vital Stats, Court, The Work Number, DCSE, DOLPHIN, Criminal History, School enrollment and attendance, property records.
		FR1.1.18	The process shall provide a method to measure workload components as well as baseline current work activities.
		FR1.1.23	The Business Modeling Laboratory process shall have the capability to produce search information from internal and external systems within established performance standards.
		FR1.1.23a	The process shall generate automated due dates for gathering consumer information.
		FR1.1.29d	Verifications required by the global data gathering facility are limited to those specified by policy-based rules as applied to consumer household conditions
		FR1.1.29e	Applicable policy links shall be available from any data element or from any screen or page
		FR1.2.10	The process shall make household assessment information collected one time available for immediate disposition of services (financial, supportive, protective) to meet the identified need.
		FR1.2.12	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to location, situation, and competencies.
		FR1.4.12a	The process shall provide consumer education capability in multiple media that informs as to VSSS philosophy for responsive service delivery and informs the consumer what they can do to participate in and benefit from an excellent level of service.
		FR1.4.12c	The process must be supported by the capability to measure services delivered against defined performance standards, and to identify delays in service beyond allowed thresholds, quantifying on the basis of experience the overall cost to the community at large for the delay in service

2.5 Family services timeliness is 100% in compliance with PIP

- FR1.4.13 The process shall provide EBT or EFT for any and all types of cash payments.
- FR1.1.24 The process shall propagate single-entry consumer household data as well as initial assessment data to all systems that transact services (financial, supportive, protective).
- FR1.1.24a The process shall have the capability of publishing consumer and initial assessment data to defined systems, and the ability to notify defined systems of availability of changed data, or if a system can not be automatically updated to have the ability to authorize acceptance of the available data without re-entry
- FR1.4.1 The process shall provide an automated method for communicating performance targets, tracking performance against those targets, and identifying gaps across a broad spectrum of indicators, including funding.
- FR1.4.1a Performance targets and performance data shall be readily available statewide to individuals, supervisors, local managers and directors and for State supervision.
- FR1.7.10 The process shall provide a mechanism to communicate state employee information from the VSSS HR system directly to the State's HR system without re-entry of data.
- FR1.7.11 The process shall provide a mechanism to protect employees and consumers from identity theft.
- FR1.7.6 The process shall provide secure employee accounts for access by the employee, supervisor, and assigned manager and shall additionally provide an audit trail of those individuals that have viewed a personnel evaluation.
- FR1.7.7 The HR process shall communicate with the Statewide Financial Management System to establish payroll accounts for new hires without re-entry of data.
- FR1.7.8 The process shall ensure that maintenance of employee information related to revenue streams is only maintained in the HR system via job assignment and revenue stream codes and is communicated to the Statewide financial management system.
- FR1.7.9 The HR process shall include expense reimbursement capability such that it can be communicated to the financial management system for accounting purposes.
- FR2.2.10 The process shall provide an electronic method for VSSS to receive court orders from the court system.
- FR2.2.11 The process shall provide an integrated electronic link with CSA such that information is handled only once by any of several potential community partners
- FR2.2.12 The process shall provide an automated method in conjunction with CSA to complete CAFAS on-line and jointly share this information with CSA service delivery partners and VSSS staff
- FR2.2.5 The process shall provide electronic record keeping for evidence, court reports and court orders.
- FR2.2.6 The assessment process shall include an electronic capability to document a safety plan.
- FR2.2.7 The process shall provide a method for capturing the consumer's electronic agreement to an



		initial or universal financial and services assessment plan whether the plan is prepared within a VSSS, community-partner location or in the field
	FR2.2.8	The process shall provide case worker notification for action at the appropriate point(s) in the case timeline based on pre-established policy standards
	FR2.2.9	The process shall provide an electronic method for identifying service delivery partners that contains information related to core competencies, whether or not a partnership agreement exists, location, staffing, licensing and certification, and any existing performance measures against benchmarks.
	FR4.1.2	The process shall provide mobile electronic employee and consumer authorization capability.
	FR4.2.6	The process shall enable automated communication of all information required by CSA's automated system for all data elements.
	FR4.3.1	The process shall include the ability to extract and report any functionally critical data stored in existing systems.
	FR4.3.2	The process shall include information dissemination capacity that allows access across the entire enterprise to the line level
	FR4.3.3	The process shall correlate information across services (financial, supportive, protective) to view information on a household or individual.
	FR4.3.4	The process shall provide an electronic case record that eliminates duplicative case counts by combining supportive, protective, and financial services for a single household.
	FR4.3.5	The process shall provide an electronic case record that tracks services (financial, supportive, protective) to funding streams for federal program reporting requirements thereby eliminating the need for random moment sampling.
	FR4.3.6	The process shall bridge existing systems to provide a single source of consolidated information about consumers "household(s) and individuals" in order to count people one time.
2.6	Payments to providers: to meet state standards of maximum 30 days	
	FR2.2.1a	The process shall include multi-media communication methods for communicating within VSSS at the local level, between localities and the State, between localities and consumers, within the State, between VSSS and community-based partners, between partners and consumers.
	FR2.2.2	The process shall provide an automated method for contracting with providers, establish an account for the provider, establish sub-account for the consumer, and provide a mechanism for reporting services delivered against the provisions of the contract.
	FR2.2.3	The process shall provide an electronic facility for providers to post invoices and for VSSS to receive invoices and initiate EFT payments.
	FR2.2.4	The process shall provide a method for automated approval of payments.
	FR4.4.1	The process shall provide for the ability to set security levels for payment authorization

		FR4.4.2	The process shall provide the ability to compare payment for services against services delivered against contract specifics to enable authorization.
		FR4.4.3	The process shall provide a database or clearinghouse support to collect and track grant sources and applications/proposals for grant funded dollars or other resources.
		FR4.4.4	Services (financial, supportive, protective) program systems shall have the capability to report payment information to a financial management system.
		FR4.4.5	The financial management process shall provide remaining balance data for line item and/or grant funding to the financial, supportive, protective service personnel so that available funding levels may be verified prior to authorizing payments.
		FR4.4.6	The process shall provide a mechanized method to manage the on-going fiscal and maintenance responsibilities for the budget or grant.
3.1	All information exchanged with the consumer in their language		
		FR1.1.2a	The process shall provide all printed and displayed text required for review and/or signature by the consumer in the language of the consumer.
3.2	One set of verifications is sufficient for delivery of any service, and verification is asked for only one time		
		FR1.1.25	The process shall provide a single repository for consumer, VSSS, and community-based personnel information that is accessible to all users with a need to know.
		FR1.1.25.1	The single automated repository shall provide the capability for VSSS or community-based partners to complete an initial financial and services assessment for a household
		FR1.1.25.10	The single automated repository shall track and report on pre-defined performance metrics for service delivery across consumer service tiers, by financial, protective, and/or supportive service, by individual, by unit, by division, by locality, by state .
		FR1.1.25.10 a	The single automated repository shall have the ability to accept changed performance standards/measures and adapt its tracking and reporting capability on performance metrics to the new standards/measures
		FR1.1.25.11	The single automated repository shall provide service and financial needs statistics to forecast staffing needs for individuals with correct competencies and skills by locality, by service and benefit type.
		FR1.1.25.2	The single automated repository shall provide the capability to research external systems for verification, match information, and populate required verification specifics, and track and report on missing verifications.
		FR1.1.25.3	The single automated repository shall provide the capability to create or modify a Consumer Services Coordination universal financial and service assessment for a household.
		FR1.1.25.3a	With regard to the verification of consumer information, the single automated repository shall

		provide to the user the acceptable data entry options by data type
	FR1.1.25.4	The single automated repository shall communicate universally with internal VSSS systems to create and update consumer records within defined parameters
	FR1.1.25.5	The single automated repository shall manage universal calendars for staff and community partners for appointment setting and availability tracking.
	FR1.1.25.5a	The assessment process shall provide automated team assignments based on skills, abilities, specialties, and workload availability
	FR1.1.25.5b	The assessment process shall include the capability for all team members to communicate with each other in a variety of media to include the following: Mobile equipment and accessibility ? Universal calendaring? Internal and external electronic file sharing with appropriate security and administration capabilities
	FR1.1.25.5c	The assessment process shall include web-based interface capability to share information between VSSS systems, other agencies, and partners.
	FR1.1.25.6	The single automated repository shall manage workload assignments by locality and office to an individual and/or Consumer Services Coordination team on the basis of defined workload criteria
	FR1.1.25.7	The single automated repository shall perform VSSS personnel tracking by locality and location and provide a mechanism for making VSSS job assignments to VSSS line and supervisory staff by locality and location.
	FR1.1.25.8	The single automated repository shall track and report on demographic or statistical data that is not produced in other systems.
	FR1.1.25.9	The single automated repository shall provide a single source for updating client records by VSSS and or community-based partners and/or adjust the financial and services plan for the household.
	FR1.6.7	The process shall provide self-service case record inquiry for use by client which includes status and consumer history.
	FR1.7.12	The HR process shall track leave, pay, and retirement data as well as provide an interface between existing state and local payroll systems
3.3	Information is appropriately secure	
	FR4.5.1	The assessment process shall provide field level security enabling financial services staff to retrieve specific information in OASIS.
	FR4.5.2	The process shall provide adequate levels security for all electronic case records, which contain personal, medical, household and financial information.
	FR4.5.3	The process shall provide adequate security for staff and consumers when using electronic communication tools.
	FR4.5.4	The automated policy manual shall provide links to originating laws and rules governing confidentiality.

3.4 Information is readily available to anyone with a need to know

- FR1.3.1 The process shall provide field-level access and field-level security to consumer data in all consumer-based systems, including the global data gathering facility.
- FR1.3.2 The process shall inhibit or authorize case record information sharing at the discretion of the consumer.
- FR1.9.1 The process shall permit automated employee inquiry to individual personnel records
- FR1.9.2 The process shall provide electronic performance management capability specific to the assigned job
- FR1.9.3 The process shall provide automated leave and retirement data as well as leave calculations.
- FR1.9.4 The process shall provide automated calculations on sell back time and unused leave time
- FR1.9.5 The process shall integrate personnel information with the assessment tool for calendaring and workload management.
- FR1.9.6 The process shall provide a mechanism for dual management and maintenance of HR by the state and localities in a single repository
- FR1.9.7 The process shall identify job assignees by supervisors, units, divisions, localities, regions
- FR1.9.8 The process shall identify specialized skills and certification such as language, grant writing, public speaking, and/or systems, viewable in a state-wide inventory.
- FR1.9.8.1 The process shall provide the capability to maximize skills and abilities statewide by banking hours of staff time contributed outside the home organization and the home organization can draw out equivalent hours of another staff resource from the skills bank
- FR1.9.9 The process shall provide a statewide HR database to provide a single repository for HR information maintenance, including reporting relationships and historical information by individual.
- FR2.3.2 The process shall employ broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships
- FR4.2.2 The process shall provide global sign-on capability that enables a user with permission to specific systems to access those systems for any role or function the individual is authorized to perform; capability from read only up to and including full system access and update.
- FR4.5.4a The process shall provide on-line guidelines on security related to both systems and physical security. Operational models that afford an adequate level of security without impeding organizational performance and customer service will be demonstrated
- FR4.5.4b The business modeling laboratory shall provide automated security against unauthorized use.
- FR4.5.4c The database and/or clearinghouse data for grant funding shall be readily available to all partnership development entities.
- FR4.5.5 The process shall provide automated controls to establish thresholds for levels of authority.

3.5 Identify opportunities that might enhance service delivery to the consumer if more information is known during contact

- FR1.1.14 The process shall have the capability to perform data gathering for all basic consumer household information, globally, to support Consumer Services Coordination teams and community partners; and, deliver an automated initial assessment for services (financial, supportive, protective) for all potential VSSS services and community-based partners across all programs.
- FR1.1.26 The process shall provide automated capability to view, accept, and store information from other systems one time from a single source and shall have the ability to communicate the researched data to systems as predefined
- FR1.1.26a The assessment process shall include a web-based, integrated point of data collection for all case information to include the following: Electronic assessment capability along with automated paperless work methods? Electronic Case Files? Ability to generate paper notices for consumer information in their language
- FR1.1.30 The process shall provide universal Consumer Services Coordination access for staff and community-based providers to consumer data as permitted by consumer authorization and/or by law and policy.
- FR1.1.30a The assessment process shall allow the consumer to limit collection of information that is not prescribed by policy for delivery of services (financial, supportive, protective)
- FR1.1.30b The process shall have the capability to utilize information gathered from the consumer or other sources that is used to determine the appropriate level of services and generate referrals, but not store and hold specific information components in the shared system; the consumer service history of actions must indicate this action to gather and delete specific information.
- FR1.1.30c The process shall provide the capability for capturing electronically release of information authorization from the consumer, specific to the services and providers accepted by the consumer.
- FR1.1.31 The process shall provide universal on-line policy access to the general public, inclusive of consumers and community-based providers
- FR1.1.32 The process shall provide 24x7 access by consumers to their own electronic case records in either automated or printed media.
- FR1.1.33 The process shall clearly define what information is required vs. optional, and how long it is to be retained.
- FR2.1.2 The process must be designed with flexibility in adding or removing data collection elements to assure ease of maintenance over time as data needs change.

3.6 Technology should not constrain reengineering recommendations

- FR1.1.15 The process shall provide mobile capability for performing automated global initial assessment at non-VSSS locations.

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|     | FR1.1.15a  | The process shall provide mobile capability for gathering household consumer data to any partner provider.   |
|     | FR1.1.15a1 | The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.  |
|     | FR1.1.15a2 | The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.  |
|     | FR3.3.10   | The business modeling laboratory shall provide CBT training and certification.   |
|     | FR3.3.11   | The business modeling laboratory shall employ wireless and mobile technology.  |
|     | FR3.3.12   | Changes to any existing systems shall be validated and certified for production migration via the user acceptance testing component of business modeling laboratory.   |
|     | FR3.3.3    | Any system used in the To-Be model shall have the capability share data and functionality with the business model laboratory testing environment.  |
|     | FR3.3.4    | The business modeling laboratory shall provide networked office automation capabilities in a collaborative work environment.   |
|     | FR3.3.4a   | The Enterprise Change Management process shall provide collaborative work group automated tools.   |
|     | FR3.3.5    | The business modeling laboratory shall include an automated tool with the capability to generate testing scenarios.  |
|     | FR3.3.6    | The business model laboratory shall provide an automated method for collecting, storing and analyzing the inputs to the modeling process which include the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management |
|     | FR3.3.7    | The business model laboratory shall provide an automated method for producing and communicating modeling test results.   |
|     | FR3.3.8    | The business modeling laboratory shall provide validity tools and infrastructure to test the methodology and its reliability.  |
|     | FR3.3.9    | The business modeling laboratory shall provide a medium for benchmarking desired performance measures for the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management  |
| 4.1 |            | The "collection of services" is "built" to explore a full range of services for the individual or family   |
|     | FR1.3.5    | The process shall provide a web-based method for communicating and reinforcing holistic service philosophy to a target audience consisting of the community, service partners, state and   |

4.2	Establish Performance Measurements for a financial and services plan for the household		local entities.
		FR1.3.6	The process shall provide global sign-on and audit capability that enables a user to access any systems for any role or function the user is authorized to perform with a single log-on.
		FR1.1.34	The process shall provide an automated, Consumer Services Coordination universal financial and services assessment for a household.
		FR1.1.34a	The process shall have a Consumer Services Coordination universal financial and services assessment for a household that is highly structured and rule-based to gather information based on evidence of specific characteristics in the household, and analyzing and supported analysis judgments by the individual conducting the assessment and developing the plan.
		FR1.1.35	The process shall provide for automated collection of verifications and advise consumers of missing information in multiple formats (on-line, paper, voice)
		FR1.1.36	The process shall provide automated referrals for VSSS and community-based services.
		FR1.1.37	The process shall facilitate in an automated fashion work assignments from a pool of HR information on employees, job assignments, and competencies
		FR1.1.37a	The process shall have the capability to view calendars of both VSSS personnel and community-based partners and set appointments as required by the initial assessment and at the point of the universal financial and services assessment.
		FR1.2.1	The process shall provide all assessment functions available to consumer in an automated fashion.
		FR1.2.1a	The process shall provide office automation for development of partnering agreements
		FR1.2.1b	The process shall provide office automation for development of partnering performance metrics, analyses, and reporting.
		FR1.2.1c	The process shall provide a communication medium for accessing standardized tools for strategic planning, calendaring, for receiving incoming input, and for communicating status and results for strategic planning with regards to partnering.
		FR1.2.1d	The process shall provide networked office automation to include but not be limited to: -word processing-spreadsheet-calendaring-email-on-line chat-instant messaging-web conferencing
		FR1.2.2	The process shall permit the consumer to electronically self-certify without physical signature on paper.
		FR1.2.3	The process shall automate consumer account creation in such manner as to permit consumer to self-serve initially, perform re-assessment, report changes, and/or provide new verifications.
		FR1.2.4	The process shall facilitate in an automated fashion comparisons between household situations from a prior point in time to current.

	FR1.2.5	The process shall cloak all case information that by law cannot be made available to the consumer.
	FR1.2.5a	The process will have the capability in its HR system components to perform automated performance measurements against performance standards for individuals, work groups, supervisors, local managers, localities, state staff, including individuals, work groups, supervisors, division managers, and the state office as a whole.
	FR1.2.5b	The process will have the capability in its HR system components to perform automated performance evaluations that are specific to the job assignment (not job classification) and be able to track changes in evaluated performance over time; and, to track progress against action plans for growth, development, improvement
	FR1.2.6	The process shall provide automated communication with multiple case-based systems for assessment data, external systems that provide data to VSSS, as well as external systems that provide partner services.
	FR1.2.7	The process shall track workload and work activities to funding streams (see FR1.1.39a)
	FR1.2.8	The process shall provide real-time case data and historical data to consumers and staff
	FR1.2.9	The process shall provide statistical and operational data to community-based partner services.
	FR1.2.9a	The process shall provide an automated medium for benchmarking partner service delivery
	FR1.2.9b	The process shall provide an automated medium for communicating the needs assessment findings.
	FR1.2.9c	The process shall provide validity tools and infrastructure to test the partner's needs assessment methodology and its reliability.
	FR1.2.9d	The process shall provide automated staff development support (training) to community-based partners.
	FR1.6.8	The process shall provide authentication capability for access.
4.3		Customers are left with the feeling that they have been evaluated for all possible services and benefits
	FR1.1.10	The process shall provide connectivity between internal and external systems where exchange of information between those systems is necessary and appropriate to the extent that duplicate manual entry across programs and services is eliminated.
	FR1.1.15b	The process shall have the capability to track utilization of systems, and report on performance in use of systems to complete work using consumer services elements of systems.
	FR1.1.38	The process shall provide an automated method to record and track staff positions, staff names, and job assignments.
	FR1.1.39	The process shall provide automated calculation of workload and time expended by program code and type of work activity.



- FR1.1.39a The process shall provide automated traceability from workload and work activities back to funding streams.
- FR1.1.40 The process shall provide an inventory in the statewide I & R database
- FR1.1.41 The process shall ensure that community-based services will be inventoried for a given community in an automated fashion - along with the services that each provides.
- FR1.1.42 The process shall utilize the State I & R database as a foundation for adding local community resources, which shall be accessible by the assessment facility as well as the on-going case managers.
- FR1.1.43 The process shall maintain State I & R database in a current state as changes in providers occur.
- FR1.1.44 The automated I & R process shall permit open access with input capability at the local level and by providers to maintain currency, including but not limited to the following:
  - o Licensing
  - o Certifications
  - o services provided
  - o rates
  - o results
  - o ratings of quality/success
  - o historical detail (length of time in business, etc., number of completed referrals, follow-up)
  - o core competencies
  - o staff competencies
  - o complaints
  - o availability
- FR1.1.45 The automated I&R process shall provide the ability to sort and report information by locality, by location, by type of service and competencies, and by availability.
- FR1.1.46 The I&R database shall be available in inquiry mode to state and local law makers.
- FR1.1.47 The process shall have the ability to automatically generate and receive status information to I & R facility on partnership status and performance.
- FR1.1.48 The process shall provide a decision-making database for detailed resource data by locality, by the State.
- FR1.1.49 Database of resources once a resource is validated is communicated directly to the I & R facility
- FR1.1.49a Access to the I & R facility shall be available from the initial assessment tool, through Oasis, through Adapt, through SPIDeR, through the web for consumers or stakeholders.
- FR1.1.49b The assessment process shall include a community-based services Information and Resource Data Base.
- FR1.1.50 The process shall provide sufficient structure to identify highest level immediate need services and assign them according to service delivery location, the consumer's situation, and the provider's and staff core competencies.

FR1.1.51	The assessment process shall accept a policy-based rule set and provide dynamic status update as policy changes are made.
FR1.1.60	The process shall, at the point an emergency situation is identified by the consumer or revealed through questioning by the employee, allow abandonment of the full initial assessment and produce referrals to the appropriate staff with the appropriate competencies to respond to the emergency.
FR1.1.61	The process shall set an alert for follow-up on the contact for services upon delivery of the emergency or stabilization service to identify if a full initial assessment is required for other supportive services for the household
FR1.1.62	The assessment process shall provide trial eligibility for financial services and/or make determination that other referral resources are to be identified.
FR1.1.63	The information gathered in the assessment process shall be communicated based on consumer choice to the appropriate services (financial, supportive, protective)
FR1.1.64	The process shall provide EBT or EFT for any and all types of cash payments, such as to consumers, providers and vendors
FR1.1.65	The process shall have interface capability to existing systems to produce alerts for re-assessment.
FR1.1.66	The process shall have the ability to accept and track incoming data, verifications, referrals, alerts, and actions to contribute to an electronic record.
FR1.1.70	The process shall provide for automated one-time collection of appropriate consumer / household information at the point of first contact and throughout the history of the case.
FR1.1.71	The process shall provide pooled data for use by service providers and to track the status and complete history of the consumer.
FR1.1.72	The process shall make available as provided by law and information security procedures consumer information to other community-based service providers to prevent duplication and overlap of services.
FR1.1.73	Upon adding or deleting a household member, or by updating any of the household financial or non-financial information the process shall trigger an alert to all members of the Consumer Services Coordination team to re-assess services (financial, supportive, protective) for VSSS and community-based services
FR1.1.74	The process shall provide tracking and cross-reference capability among individuals in a household against other households and cases.
FR1.1.75	The process shall exchange information with other defined systems that are designed to deliver services (financial, supportive, protective) or track consumer information (such as a regional or national data exchange)
FR1.1.76	The process shall provide for automated reporting of PIP components.
FR1.1.77	The process shall provide access to PIP reporting from worker level to the State supervision

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		level including information on individual, unit, locality, region, statewide outcomes.
	FR1.6.1	The process shall provide an automated, selectable list of notice reasons written at no higher than the 6th grade level.
	FR1.6.1a	The process shall organize and group like reasons under a single heading (i.e., Financial or Household Composition) and produce a single notice for all actions taken even if more than one page.
	FR1.6.2	Once selected, notice provided to consumer along with its reasons shall become part of permanent consumer documentation and shall be accessible to both consumer and assigned staff.
	FR1.6.3	The process shall provide an information packet containing service plans, referrals, contact name, travel instructions, maps, case and assessment specifics as well as instructions on self-service and review.
	FR1.6.3a	The process shall provide a mechanism for electronic recordation of case notes or case documentation with the ability to see an index of such documented case events - notices, referrals, case notes, case actions, consumer actions, due dates.
	FR1.6.5b	The HR process shall provide the capability to automatically generate the appropriate identification badges for employee use, identifying the locality of employment from a single statewide system
	FR3.2.1a	The process shall utilize a single data gathering facility and assessment tool to refer consumers for community-based services
	FR4.2.3	The assessment process shall provide links from all existing systems to end users such that automated tasks may be completed.
	FR4.2.4	The assessment process shall provide the following common functions needed across all programs and services:-communication-notices-referrals-case notes for documentation
	FR4.2.5	The assessment process shall summarize and provide cost information from OASIS, ADAPT, and LASER.
4.4	Customer satisfaction can be measured	
	FR1.3.5a	The process shall have a capability of surveying consumer responses to the service delivery experience within VSSS and/or community-based partners on an on-going basis in a manner that achieves a 100% response level
	FR1.3.5a1	The Enterprise Change Management process shall provide an automated method for surveying consumer and employee experience.
	FR1.3.5b	The process shall have automated capability for gathering and storing consumer responses to consumer service experience surveys
	FR1.3.5c	The process must have the capability to automate the analysis of consumer responses to consumer service experience by worker, by job assignment, by supervisor, by local manager, by locality, for the State

	FR1.3.5d	The process must utilize the most effective medium (voice, Internet, paper) to publish the current information (minimum of quarterly, to monthly) from the lowest level of detail to the most aggregate level of detail for availability to the local agencies, the Business Modeling Laboratory, State supervision, governing bodies, community-based partners, and other general members of the community, along with the local and State plan for meeting consumer expectations
	FR1.3.5e	The process shall provide for automated storage of partner outreach attendees with updatable fields on attendance, interest, commitment, potential services, levels of capability, contacts, assigned responsibilities.
	FR1.3.5f	The process shall provide automated communication of partner outreach and education results and best practices.
	FR3.2.1	The process must have the ability to electronically poll consumers at various points on the service delivery continuum to obtain responses about their consumer service experience. The system must have the ability to tabulate the responses on a periodic basis and communicate consumer's evaluation of quality and performance by locality, location and statewide.
4.5	Ability must be provided for on-going re-evaluation of the activities [mechanisms] that are supposed to lead to the expected results [self-sufficiency].	
	FR1.1.16	The process shall provide printed materials for delivery to consumer with consistent look and feel across all programs and localities; capability must exist to provide personalized detail on missing verification information, copies of referrals to other services, contact name for VSSS and other services, addresses of other services, calendar indicating appointment dates and times, who the appointment is with, maps, vouchers to purchase goods and/or services, at a
	FR1.1.17	The process shall provide 24x7 self-service access to consumer household specifics.
	FR1.1.17a	The process shall provide within the self-service access capability a means for the consumer to communicate with the appropriate member(s) of the assigned Consumer Services Coordination team.
	FR4.6.8	The process shall provide additional or enhanced data feeds to and from partner systems where such feeds shall result in the ability to enhance enterprise performance
	FR5.7.1	The process shall provide a single automated financial system with line items that are common across the enterprise for all payable and receivables.
	FR2.2.12a	The process must provide for a statewide financial management system that establishes "accounts" for consumers, providers, employees, programs, localities, and State operations to establish a single auditable source of enterprise-wide financial information
5.1	To the extent possible, costs should be net-zero in State and local dollars over the long-term	
	FR5.8.1	The process shall have a broad-based mechanized communication medium for self-service to

		promote free flow of information to and between employees about individual and organizational accountability for improving VSSS operations	
5.4	The ratio of administrative to services expenditures is improved	FR4.6.7a	A statewide financial management process shall produce reliable cost, performance, financial and statistical information.
		FR5.8.3	The statewide financial management system shall employ and activity-based costing tool and methodology.
		FR5.8.4	The process shall provide for full electronic interchange of information between federal and state entities.
		FR5.8.5	The Budget Planning process shall include a statewide VSSS financial management system that communicates with the State's financial management system and local finance office management systems.
		FR5.8.6	The Budget Planning process shall provide automated capability for performance management information, performance standards, performance metrics, activity-based costing
		FR5.8.7	The Budget Planning process shall include automated budgeting and resource allocation capability that forecasts financial needs based on enterprise-wide strategic objectives.
		FR5.8.8	The Budget Planning process shall facilitate automated communication across VSSS multiple system platforms to effect statewide sharing of cost, performance, statistical and financial information.
6.1	The community broadly perceives that the VSSS delivers excellent service	FR1.2.11	The process shall be able to report comparative, sortable consumer statistical and demographic data that resides in programmatic systems or the global data gathering facility by the worker, unit, division, locality, and state, and make the information available electronically upon request: i.e., by line worker, local supervisors and managers, State supervision staff and/or the Business Modeling Laboratory, or community-based partners
		FR1.6.5	The process shall provide automated tool for use by outreach partners to initiate the assessment process.
		FR1.6.5a	The process shall provide the ability for a community-based partner to initiate the assessment and generate a referral for VSSS response.
		FR1.6.5a1	The process shall be sufficiently secure to protect consumer privacy, yet provide the information needed for service delivery across partners, based on levels of pre-established security.
		FR1.6.5c	The process shall deliver on-line and practical staff development curriculums generated by the Business Modeling Laboratory demonstrating work, technology and human interactivity applying work behavior modeling for self-access to just-in-time staff development by all levels.
		FR4.6.1	The process shall provide access to automated performance management and budget planning

		information by individual state or local employee, by supervisor, by unit, by program, by division, by locality or for the state.
	FR4.6.1a	The process shall provide the ability to view performance management and budget planning information on line statewide, with information to be current on an weekly, monthly, and yearly basis.
	FR4.6.2	The process shall provide individual user sites or groups the capability to extract and report performance management and budget planning information in location-specific formats.
	FR4.6.3	The process shall provide end users the capability to construct report formats across multiple types of performance management and budget planning information.
	FR4.6.4	The process shall have the capability to analyze performance management and budget planning information currently collected, assess the gaps between the information collected and what is required, and generate the missing data without additional systems development.
	FR4.6.4a	The process shall provide electronic templates for unspecified grant application formats.
	FR5.8.10	The statewide financial management process shall have the capability to document financial contract provisions and compare invoices to contracts for authorization of payment
	FR5.8.9	The statewide financial management process shall possess the following characteristics:? Scalable and reliable? Transparent? Fault resilient (robust)? Web-based? Secure? Provide real-time data? Provide interim accounting records (back-up support)
6.2	A greater level of support is provided by the Legislature	
	FR1.4.2	The performance measurement process shall provide on-line statistical reporting across programs, services, functions, and time.
	FR1.4.3	Legislature shall have access to performance information, cost information, cost/benefit analysis and business case analysis related to decision-making for program adjustments or systems development
	FR1.4.4	The process shall provide on-line metrics and planning information for localities and community partners.
	FR1.4.5	The process shall provide a single automated source for performance and cost information that factually reflects enterprise wide performance and cost.
6.3	Less staff/administrative time is spent on negative interactions	
	FR1.6.6	The process shall provide automated tool for use by advocacy groups to initiate the assessment process.
	FR3.3.1	The process must have the capability for electronic recording of consumer issues or complaints in the case record and have the ability for staff, managers, and compliance functions to use the electronic case record for carrying out their work with and response to the consumer.

6.4	The community believes that VSSS demonstrates stewardship over resources	FR3.3.2	The process must have the capability for all staff or compliance activity official findings and documentation of resolutions to be recorded to the consumer's case record
		FR4.1.1a	The process shall provide electronic data from error prevention for pro-active management of change in consumer services, case management practice, organizational structure, job classes and job specifications
		FR4.6.5	The process shall provide the mechanism in existing systems to record compliance actions to the case record.
		FR4.6.5a	The process shall provide the mechanism for compliance requirements for employee action on a case finding to trigger a notice or alert to the employee with the action required
		FR4.6.6	The process shall report cost and performance management information from compliance actions in conjunction with other statistical information related to cases, consumers, and performance
		FR4.6.7	The process shall provide the capability to calculate full cost of case life-cycle and for household life-cycle
		FR5.7.2	The process shall provide on-line real-time case record access to federal reviewers.
		FR5.8.11	As part of the statewide financial management process, all current systems shall require cross-system communication capability, with a feedback loop in order to report invoicing (expenditures) and payments
		FR5.8.12	The general services process shall include an automated procurement methodology that provides for tracking and reporting, and additionally provides an interface with other VSSS local and vendors systems.
		FR5.8.2	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between the Business Modeling Laboratory and line and management staff statewide
		FR5.2.1	The process shall provide automated project management capability to State and local Operations Management in carrying out timeline and work product based activities which indicate milestones and due dates.
		FR5.2.1a	The process shall provide a web-based, shared communication medium for control and feedback.
		FR5.2.1b	The control and feedback process shall be searchable and linked to on-line policies and procedures in an automated fashion.
		FR5.2.1c	The control and feedback process shall be searchable and linked to system documentation in an automated fashion.
		FR5.2.3	The process shall provide automated management capability to VSSS Strategic Planning members in tracking progress against goals and objectives on an on-going basis

- FR5.2.4 The Enterprise Change Management process shall make available prerequisite systems information on performance, cost, financial or statistical information that provide a measure of change accomplishments.
- FR5.2.5 The Enterprise Change Management process shall provide broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships.
- FR5.2.6 The Enterprise Change Management process shall provide Project Management Capability
- FR5.7.3 The grant application / proposal process as well as budget line items shall provide statistical and performance data.
- FR5.7.4 The process shall provide the ability to track whether the information is reported by the participants is in compliance with the provisions of the grant.
- FR5.7.5 The grant compliance process shall provide compliance reporting information for grant and partnership management.
- FR5.7.6 An automated controls and feedback process shall support audit procedures, reviews and audit findings
- FR5.7.7 The control and feedback process shall provide automated support for disaster recovery and business continuation plans and procedures.



## Section 2

### VSSS BPR To-Be Requirements by Core Function, Activity, Sub-Activity

<i>Core Function</i>	<i>Activity</i>	<i>Sub-activity</i>	<i>IT Theme</i>	<i>New Automated Support Tools</i>	<i>FR#</i>	<i>Functional Requirements</i>
Consumer Services	Assessment					
		<i>Consolidate Data Entry and Storage</i>				
			Single Data Gathering Tool			
					FR1.1.20	The integrated assessment process shall according to integrated policy guidelines populate the appropriate program applications (systems), obtain verifications, and store common verification at a single source, without re-entry of data into any system.
		<i>Consumer Access, Control, and Communication</i>				
			Single Data Gathering Tool			
					FR1.2.1	The process shall provide all assessment functions available to consumer in an automated fashion.
					FR1.2.2	The process shall permit the consumer to electronically self-certify without physical signature on paper.
					FR1.1.17	The process shall provide 24x7 self-service access to consumer household specifics.

## To Be Findings

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|---------|--|
| FR1.2.3 | The process shall automate consumer account creation in such manner as to permit consumer to self-serve initially, perform re-assessment, report changes, and/or provide new verifications.  |
| FR1.5.1 | The process shall utilize a self-service assessment tool in the language of the consumer for those groups that exceed a percentage standard as determined by policy (for instance, for the caseload or for the local population).  |
| FR1.6.8 | The process shall provide authentication capability for access.  |
| FR1.6.7 | The process shall provide self-service case record inquiry for use by client which includes status and consumer  |
| FR3.2.1 | The process must have the ability to electronically poll consumers at various points on the service delivery continuum to obtain responses about their consumer service experience. The system must have the ability to tabulate the responses on a periodic basis and communicate consumer's evaluation of quality and performance by locality, location and statewide. |

### *Data Accessibility*

Web-based Communication  
Medium

- |            |   |
|------------|---|
| FR1.1.25   | The process shall provide a single repository for consumer, VSSS, and community-based personnel information that is accessible to all users with a need to know.  |
| FR1.1.25.2 | The single automated repository shall provide the capability to research external systems for verification, match information, and populate required verification specifics, and track and report on missing verifications. |
| FR1.1.25.1 | The single automated repository shall provide the capability for VSSS or community-based partners to complete an initial financial and services assessment for a household  |

### *Data gathering and Transfer*

Single Data Gathering Tool

- FR1.1.14 The process shall have the capability to perform data gathering for all basic consumer household information, globally, to support Consumer Services Coordination teams and community partners; and, deliver an automated initial assessment for services (financial, supportive, protective) for all potential VSSS services and community-based partners across all programs.
- FR1.4.10 The process shall support staff in differentiating between urgent and longer range service requirements via single data gathering and universal financial services assessment mechanism.
- FR4.2.1 The process shall provide automated assessment functionality to communicate across and between internal and external systems and populate information for the household to those systems, as well as receive status or tickler information from those systems.
- FR3.2.1a The process shall utilize a single data gathering facility and assessment tool to refer consumers for community-based services
- FR4.2.3 The assessment process shall provide links from all existing systems to end users such that automated tasks may be completed.

*Electronic Case  
Notes*

Single Data Gathering Tool

- FR1.6.3a The process shall provide a mechanism for electronic recordation of case notes or case documentation with the ability to see an index of such documented case events - notices, referrals, case notes, case actions, consumer actions, due dates.

*Electronic Case  
Record*

Single Data Gathering Tool

- FR1.1.51 The assessment process shall accept a policy-based rule
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	set and provide dynamic status update as policy changes are made.
FR1.1.60	The process shall, at the point an emergency situation is identified by the consumer or revealed through questioning by the employee, allow abandonment of the full initial assessment and produce referrals to the appropriate staff with the appropriate competencies to respond to the emergency.
FR1.1.61	The process shall set an alert for follow-up on the contact for services upon delivery of the emergency or stabilization service to identify if a full initial assessment is required for other supportive services for the household
FR1.1.62	The assessment process shall provide trial eligibility for financial services and/or make determination that other referral resources are to be identified.
FR1.1.66	The process shall have the ability to accept and track incoming data, verifications, referrals, alerts, and actions to contribute to an electronic record.
FR1.1.25.3	The single automated repository shall provide the capability to create or modify a Consumer Services Coordination universal financial and service assessment for a household.
FR1.1.73	Upon adding or deleting a household member, or by updating any of the household financial or non-financial information the process shall trigger an alert to all members of the Consumer Services Coordination team to re-assess services (financial, supportive, protective) for VSSS and community-based services
FR2.2.6	The assessment process shall include an electronic capability to document a safety plan.
FR1.2.12	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to location, situation, and competencies.
FR1.1.50	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to service delivery location, the consumer's situation, and the provider's and staff core competencies.
FR1.1.65	The process shall have interface capability to existing

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systems to produce alerts for re-assessment.

### *I&R Database*

#### Automated I&R Tool

- FR1.1.40 The process shall provide an inventory in the statewide I & R database
- FR1.1.43 The process shall maintain State I & R database in a current state as changes in providers occur.
- FR1.1.42 The process shall utilize the State I & R database as a foundation for adding local community resources, which shall be accessible by the assessment facility as well as the on-going case managers.
- FR1.1.41 The process shall ensure that community-based services will be inventoried for a given community in an automated fashion - along with the services that each provides.

### *Mobile Connectivity*

#### Single Data Gathering Tool

- FR1.1.15a The process shall provide mobile capability for gathering household consumer data to any partner provider.

#### Web-based Communication Medium

- FR1.1.15 The process shall provide mobile capability for performing automated global initial assessment at non-VSSS locations.

### *Performance Measurement*

#### Single Data Gathering Tool

- FR1.1.15b The process shall have the capability to track utilization of systems, and report on performance in use of systems to complete work using consumer services elements of systems.

### *Presentation*

*Provider Access,  
Control, and  
Communication*

Language Translation	FR1.1.16	The process shall provide printed materials for delivery to consumer with consistent look and feel across all programs and localities; capability must exist to provide personalized detail on missing verification information, copies of referrals to other services, contact name for VSSS and other services, addresses of other services, calendar indicating appointment dates and times, who the appointment is with, maps, vouchers to purchase goods and/or services, at a minimum.
	FR1.1.35	The process shall provide for automated collection of verifications and advise consumers of missing information in multiple formats (on-line, paper, voice)
	FR1.1.2a	The process shall provide all printed and displayed text required for review and/or signature by the consumer in the language of the consumer.
Single Data Gathering Tool		
	FR1.1.15a2	The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.
	FR1.1.15a1	The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.
Single Data Gathering Tool		
	FR1.6.5a1	The process shall be sufficiently secure to protect consumer privacy, yet provide the information needed for service delivery across partners, based on levels of pre-established security.
	FR1.6.5a	The process shall provide the ability for a community-based partner to initiate the assessment and generate a referral for VSSS response.

## To Be Findings

*Security,  
Auditability, and  
Authorization*

IT Operations

*Statistical  
Reporting*

Statewide Financial  
Management System

*System  
Availability*

IT Operations

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|------------|---|
| FR1.6.6    | The process shall provide automated tool for use by advocacy groups to initiate the assessment process.   |
| FR4.2.4    | The assessment process shall provide the following common functions needed across all programs and services:-communication-notices-referrals-case notes for documentation                                       |
| FR1.6.3    | The process shall provide an information packet containing service plans, referrals, contact name, travel instructions, maps, case and assessment specifics as well as instructions on self-service and review. |
| FR1.6.5    | The process shall provide automated tool for use by outreach partners to initiate the assessment process.   |
|            |   |
| FR4.5.1    | The assessment process shall provide field level security enabling financial services staff to retrieve specific information in OASIS.  |
|            |   |
| FR1.1.25.8 | The single automated repository shall track and report on demographic or statistical data that is not produced in other systems.  |
| FR1.2.4    | The process shall facilitate in an automated fashion comparisons between household situations from a prior point in time to current.  |

Consumer  
Services  
Coordination

*Consolidate  
Data Entry and  
Storage*

Single Data Gathering Tool

FR1.6.4 The process shall provide a mechanism for consumers to be served on a 24x7 basis through a variety of service delivery methods and tools.

FR1.1.24 The process shall propagate single-entry consumer household data as well as initial assessment data to all systems that transact services (financial, supportive, protective).

FR1.1.72 The process shall make available as provided by law and information security procedures consumer information to other community-based service providers to prevent duplication and overlap of services.

*Consumer  
Access, Control,  
and  
Communication*

Single Data Gathering Tool

FR1.1.17a The process shall provide within the self-service access capability a means for the consumer to communicate with the appropriate member(s) of the assigned Consumer Services Coordination team.

FR3.3.1 The process must have the capability for electronic recording of consumer issues or complaints in the case record and have the ability for staff, managers, and compliance functions to use the electronic case record for carrying out their work with and response to the consumer.



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|---------|---|
| FR1.3.1 | The process shall provide field-level access and field-level security to consumer data in all consumer-based systems, including the global data gathering facility. |
| FR1.3.2 | The process shall inhibit or authorize case record information sharing at the discretion of the consumer.   |

### *Data Accessibility*

Web-based Communication  
Medium

- |             |   |
|-------------|---|
| FR1.1.25.5c | The assessment process shall include web-based interface capability to share information between VSSS systems, other agencies, and partners.  |
| FR1.1.25.5b | The assessment process shall include the capability for all team members to communicate with each other in a variety of media to include the following: Mobile equipment and accessibility ? Universal calendaring? Internal and external electronic file sharing with appropriate security and administration capabilities |

### *Data gathering and Transfer*

Single Data Gathering Tool

- |           |  |
|-----------|--|
| FR1.4.12b | The process must be supported by a data gathering and assessment capability that can be easily modified on the basis of any of several factors, such as changing policy, changing technology, changing strategic needs in community-based services.  |
| FR1.1.29d | Verifications required by the global data gathering facility are limited to those specified by policy-based rules as applied to consumer household conditions  |
| FR1.1.29c | The process shall provide the capability for the global data gathering facility and assessment tool to generate and print referrals at the initial assessment to community-based providers and to VSSS staff and again at the universal financial and services assessment to other providers-services as defined by the universal financial and services plan. |

*Electronic Case  
Record*

Single Data Gathering Tool

- |           |  |
|-----------|--|
| FR1.1.24a | The process shall have the capability of publishing consumer and initial assessment data to defined systems, and the ability to notify defined systems of availability of changed data, or if a system can not be automatically updated to have the ability to authorize acceptance of the available data without re-entry   |
| FR1.2.10  | The process shall make household assessment information collected one time available for immediate disposition of services (financial, supportive, protective) to meet the identified need.  |
| FR1.1.63  | The information gathered in the assessment process shall be communicated based on consumer choice to the appropriate services (financial, supportive, protective)  |
| FR1.6.2   | Once selected, notice provided to consumer along with its reasons shall become part of permanent consumer documentation and shall be accessible to both consumer and assigned staff.   |
| FR1.1.34a | The process shall have a Consumer Services Coordination universal financial and services assessment for a household that is highly structured and rule-based to gather information based on evidence of specific characteristics in the household, and analyzing and supported analysis judgments by the individual conducting the assessment and developing the plan. |
| FR4.6.5   | The process shall provide the mechanism in existing systems to record compliance actions to the case record.   |
| FR1.1.36  | The process shall provide automated referrals for VSSS and community-based services.   |
| FR3.3.2   | The process must have the capability for all staff or compliance activity official findings and documentation of resolutions to be recorded to the consumer's case record  |
| FR1.1.34  | The process shall provide an automated, Consumer Services Coordination universal financial and services  |

*I&R Database*

Automated I&R Tool

- assessment for a household.
- FR2.2.7 The process shall provide a method for capturing the consumer's electronic agreement to an initial or universal financial and services assessment plan whether the plan is prepared within a VSSS, community-partner location or in the field
- FR1.1.26a The assessment process shall include a web-based, integrated point of data collection for all case information to include the following: Electronic assessment capability along with automated paperless work methods? Electronic Case Files? Ability to generate paper notices for consumer information in their language

*Performance Measurement*

Single Data Gathering Tool

- FR1.1.49b The assessment process shall include a community-based services Information and Resource Data Base.
- FR1.4.12c The process must be supported by the capability to measure services delivered against defined performance standards, and to identify delays in service beyond allowed thresholds, quantifying on the basis of experience the overall cost to the community at large for the delay in service

*Policy Manual Automation*

Web-based Communication Medium

- FR1.1.29e Applicable policy links shall be available from any data element or from any screen or page
- FR1.1.29b The process shall have the capability for displaying on-line practicum (best practices work behaviors and procedures) side by side with applicable policy, but not integrated within policy.

*Presentation*

FR1.1.29a The process shall have capability for an end user to toggle to and to view applicable policy from any rule-based point in the global data gathering facility and from any rule-based or policy-based point in any legacy system

*Provider Access,  
Control, and  
Communication*

FR1.4.12a The process shall provide consumer education capability in multiple media that informs as to VSSS philosophy for responsive service delivery and informs the consumer what they can do to participate in and benefit from an excellent level of service.

Single Data Gathering Tool

FR4.6.5a The process shall provide the mechanism for compliance requirements for employee action on a case finding to trigger a notice or alert to the employee with the action required

FR2.2.8 The process shall provide case worker notification for action at the appropriate point(s) in the case timeline based on pre-established policy standards

FR1.6.1 The process shall provide an automated, selectable list of notice reasons written at no higher than the 6th grade level.

FR1.6.1a The process shall organize and group like reasons under a single heading (i.e., Financial or Household Composition) and produce a single notice for all actions taken even if more than one page.

*Security,  
Auditability, and  
Authorization*

IT Operations

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*Statistical  
Reporting*

Statewide Financial  
Management System

- FR4.5.2 The process shall provide adequate levels security for all electronic case records, which contain personal, medical, household and financial information.
- FR1.2.8 The process shall provide real-time case data and historical data to consumers and staff
- FR1.2.11 The process shall be able to report comparative, sortable consumer statistical and demographic data that resides in programmatic systems or the global data gathering facility by the worker, unit, division, locality, and state, and make the information available electronically upon request; i.e., by line worker, local supervisors and managers, State supervision staff and/or the Business Modeling Laboratory, or community-based partners
- FR4.6.6 The process shall report cost and performance management information from compliance actions in conjunction with other statistical information related to cases, consumers, and performance

*Workload  
management*

Single Data Gathering Tool

- FR1.1.25.5a The assessment process shall provide automated team assignments based on skills, abilities, specialties, and workload availability

**Financial  
Services**

*Consolidate  
Data Entry and  
Storage*

Single Data Gathering Tool

### Operational Management

#### Accounting Management

##### *Consolidate Data Entry and Storage*

Single Data Gathering Tool

FR1.1.29 The process shall provide an automated global data gathering capability and assessment tool that permits development of a universal financial and services plan by VSSS and/or community-based partners for a household (see FR1.1.34) irrespective of the bloodline relationships of the individuals

FR5.7.1 The process shall provide a single automated financial system with line items that are common across the enterprise for all payable and receivables.

##### *Data gathering and Transfer*

Single Data Gathering Tool

FR2.2.12b The process must provide for an electronic mechanism to amalgamate cost, performance and outcome information and to communicate the correlated information broadly across the enterprise to support business analysis and decision-making

##### *Funding Traceability*

Statewide Financial  
Management System

FR1.1.39a The process shall provide automated traceability from

## To Be Findings

### *Security, Auditability, and Authorization*

#### IT Operations

- workload and work activities back to funding streams.
- FR1.2.7 The process shall track workload and work activities to funding streams (see FR1.1.39a)
- FR1.4.13 The process shall provide EBT or EFT for any and all types of cash payments.
- FR1.1.64 The process shall provide EBT or EFT for any and all types of cash payments, such as to consumers, providers and vendors
- FR4.4.2 The process shall provide the ability to compare payment for services against services delivered against contract specifics to enable authorization.
- FR4.4.1 The process shall provide for the ability to set security levels for payment authorization
- FR2.2.12a The process must provide for a statewide financial management system that establishes "accounts" for consumers, providers, employees, programs, localities, and State operations to establish a single auditable source of enterprise-wide financial information

#### Statewide Financial Management System

- FR5.8.11 As part of the statewide financial management process, all current systems shall require cross-system communication capability, with a feedback loop in order to report invoicing (expenditures) and payments
- FR5.8.10 The statewide financial management process shall have the capability to document financial contract provisions and compare invoices to contracts for authorization of payment
- FR5.8.9 The statewide financial management process shall possess the following characteristics: Scalable and reliable? Transparent? Fault resilient (robust)? Web-based?

## To Be Findings

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### *Statistical Reporting*

Statewide Financial  
Management System

Secure? Provide real-time data? Provide interim  
accounting records (back-up support)

- FR4.2.5 The assessment process shall summarize and provide cost information from OASIS, ADAPT, and LASER.
- FR5.8.3 The statewide financial management system shall employ and activity-based costing tool and methodology.
- FR4.6.7 The process shall provide the capability to calculate full cost of case life-cycle and for household life-cycle

Business Modeling  
Laboratory

Business Simulation  
Software

- FR1.1.1 The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure, State and local systems availability, business modeling tools, financial, cost and performance information, consumer and stakeholder survey information, community-based service delivery outcomes, pending federal and state policy shifts, pending federal and state policy changes.

**Benchmarking  
and Best  
Practices**

### *Performance Measurement*



Business Simulation  
Software

- FR3.3.12 Changes to any existing systems shall be validated and certified for production migration via the user acceptance testing component of business modeling laboratory.
- FR3.3.9 The business modeling laboratory shall provide a medium for benchmarking desired performance measures for the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management

Single Data Gathering Tool

- FR1.4.1 The process shall provide an automated method for communicating performance targets, tracking performance against those targets, and identifying gaps across a broad spectrum of indicators, including funding.
- FR1.4.5 The process shall provide a single automated source for performance and cost information that factually reflects enterprise wide performance and cost.
- FR1.4.1a Performance targets and performance data shall be readily available statewide to individuals, supervisors, local managers and directors and for State supervision.
- FR1.4.2 The performance measurement process shall provide on-line statistical reporting across programs, services, functions, and time.
- FR1.4.4 The process shall provide on-line metrics and planning information for localities and community partners.
- FR1.4.6 Data gathering and automated performance measuring process shall begin at the point of first contact with the consumer. (See FR1.4.9)
- FR1.4.9 The process shall provide and automated method for gathering performance and service delivery data at the point of first contact on forward and provide routine reports on responsiveness against pre-defined and changeable performance targets.

## To Be Findings

HR	<i>Statistical Reporting</i>	Statewide Financial Management System	FR1.9.2	The process shall provide electronic performance management capability specific to the assigned job
			FR1.4.3	Legislature shall have access to performance information, cost information, cost/benefit analysis and business case analysis related to decision-making for program adjustments or systems development
			FR5.6.1	The process shall provide automated capability for benchmarking competencies, skills and compensation against pre-defined local, statewide and national job groups
	<i>Consolidate Data Entry and Storage</i>	Single Data Gathering Tool	FR1.4.6a	The process must have the capability of eliciting and recording, and measuring consumer response relative to the consumer service experience
			FR1.7.8	The process shall ensure that maintenance of employee information related to revenue streams is only maintained in the HR system via job assignment and revenue stream codes and is communicated to the Statewide financial management system.
			FR1.9.9	The process shall provide a statewide HR database to provide a single repository for HR information maintenance, including reporting relationships and historical information by individual.
			FR1.7.7	The HR process shall communicate with the Statewide Financial Management System to establish payroll accounts for new hires without re-entry of data.
			FR1.9.6	The process shall provide a mechanism for dual

*Data gathering  
and Transfer*

Single Data Gathering Tool

- FR1.7.10 The process shall provide a mechanism to communicate state employee information from the VSSS HR system directly to the State's HR system without re-entry of data.
- FR1.7.12 The HR process shall track leave, pay, and retirement data as well as provide an interface between existing state and local payroll systems
- FR1.7.9 The HR process shall include expense reimbursement capability such that it can be communicated to the financial management system for accounting purposes.

*Employee  
Identification and  
Classification*

Single Data Gathering Tool

- FR1.9.8 The process shall identify specialized skills and certification such as language, grant writing, public speaking, and/or systems, viewable in a state-wide inventory.
- FR4.1.1b The process shall provide for the ability to perform technology skill certification and to assess and report on skills demonstrated by an individual.
- FR1.6.5b The HR process shall provide the capability to automatically generate the appropriate identification badges for employee use, identifying the locality of employment from a single statewide system
- FR1.7.3 An automated Universal HR employee process shall track staff by locality and position, job assignments, supervisors, units, divisions, competencies and skills, leave, pay, retirement tracking, leave tracking, as well as a bank of special skills that are available to the enterprise.

## To Be Findings

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### *Employee Satisfaction*

#### Automated Survey

- FR1.7.2 The process shall provide a web-based approach to communicating the recruitment pool and their skills, background, career objectives, availability, contact information
- FR1.7.1 The process shall provide web-based capability to complete and file applications for employment on-line, with ability to submit a resume in a prescribed format, and assignment of an account with PIN for the job candidate to do their own follow-up or update the resume as needed.
- FR1.4.8 The process shall provide an automated method for generating trends and baselines used to correct an issue based on cost analysis of loss of skills.
- FR1.4.7 The process shall provide an automated method for recording reasons for resignation during exit interviews.
- FR1.9.4 The process shall provide automated calculations on sell back time and unused leave time
- FR1.9.3 The process shall provide automated leave and retirement data as well as leave calculations.
- FR1.9.1 The process shall permit automated employee inquiry to individual personnel records

### *Performance Measurement*

#### Single Data Gathering Tool

- FR1.2.5a The process will have the capability in its HR system components to perform automated performance measurements against performance standards for individuals, work groups, supervisors, local managers, localities, state staff, including individuals, work groups, supervisors, division managers, and the state office as a whole.
- FR1.1.18 The process shall provide a method to measure workload components as well as baseline current work activities.

*Security,  
Auditability, and  
Authorization*

Single Data Gathering Tool

- FR1.7.5 The universal HR process shall include performance management capability, with on-line evaluations, an on-line scorecard that exhibits performance standards for the job assignment vs. performance metrics
- FR1.2.5b The process will have the capability in its HR system components to perform automated performance evaluations that are specific to the job assignment (not job classification) and be able to track changes in evaluated performance over time; and, to track progress against action plans for growth, development, improvement

- FR1.7.11 The process shall provide a mechanism to protect employees and consumers from identity theft.
- FR1.7.6 The process shall provide secure employee accounts for access by the employee, supervisor, and assigned manager and shall additionally provide an audit trail of those individuals that have viewed a personnel evaluation.

*Workload  
management*

Single Data Gathering Tool

- FR1.1.37 The process shall facilitate in an automated fashion work assignments from a pool of HR information on employees, job assignments, and competencies
- FR1.1.38 The process shall provide an automated method to record and track staff positions, staff names, and job assignments.
- FR4.6.4 The process shall have the capability to analyze performance management and budget planning information currently collected, assess the gaps between the information collected and what is required, and generate the missing data without additional systems development.

FR1.9.7	The process shall identify job assignees by supervisors, units, divisions, localities, regions
FR1.1.25.11	The single automated repository shall provide service and financial needs statistics to forecast staffing needs for individuals with correct competencies and skills by locality, by service and benefit type.
FR1.1.25.7	The single automated repository shall perform VSSS personnel tracking by locality and location and provide a mechanism for making VSSS job assignments to VSSS line and supervisory staff by locality and location.
FR1.1.25.6	The single automated repository shall manage workload assignments by locality and office to an individual and/or Consumer Services Coordination team on the basis of defined workload criteria
FR1.1.25.5	The single automated repository shall manage universal calendars for staff and community partners for appointment setting and availability tracking.
FR1.1.39	The process shall provide automated calculation of workload and time expended by program code and type of work activity.
FR1.9.5	The process shall integrate personnel information with the assessment tool for calendaring and workload management.
FR1.7.4	The HR automated process shall be accessible by employees, supervisors, managers with the ability to integrate HR information back to the Consumer Services function for assignment of cases, management of work load, and appointment calendaring.
FR1.9.8.1	The process shall provide the capability to maximize skills and abilities statewide by banking hours of staff time contributed outside the home organization and the home organization can draw out equivalent hours of another staff resource from the skills bank
FR1.1.37a	The process shall have the capability to view calendars of both VSSS personnel and community-based partners and set appointments as required by the initial assessment and at the point of the universal financial and services assessment.

Information  
production,  
dissemination  
and sharing

*Automated Survey*

Business Simulation  
Software

FR1.1.1d

The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including consumer and stakeholder survey information.

*Consolidate  
Data Entry and  
Storage*

Business Simulation  
Software

FR1.1.1b

The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including business modeling tools.

Single Data Gathering Tool

FR1.1.25.9

The single automated repository shall provide a single source for updating client records by VSSS and or community-based partners and/or adjust the financial and services plan for the household.

FR1.1.10

The process shall provide connectivity between internal and external systems where exchange of information between those systems is necessary and appropriate to the extent that duplicate manual entry across programs and services is eliminated.

*Consumer  
Access, Control,  
and  
Communication*

### Single Data Gathering Tool

- FR1.1.30a The assessment process shall allow the consumer to limit collection of information that is not prescribed by policy for delivery of services (financial, supportive, protective)
- FR1.2.5 The process shall cloak all case information that by law cannot be made available to the consumer.
- FR1.1.32 The process shall provide 24x7 access by consumers to their own electronic case records in either automated or printed media.
- FR1.1.30c The process shall provide the capability for capturing electronically release of information authorization from the consumer, specific to the services and providers accepted by the consumer.
- FR1.1.30b The process shall have the capability to utilize information gathered from the consumer or other sources that is used to determine the appropriate level of services and generate referrals, but not store and hold specific information components in the shared system; the consumer service history of actions must indicate this action to gather and delete specific information.
- FR5.5.1 The exit interview process shall be structured such that offers anonymity and is focused on specific elements of the work assignment and work methods, and automated such that it tracks the interviewee's responses.
- FR1.1.22 The process shall provide the ability to finalize and act immediately on consumer requests via electronic means to capture the required electronic signature according to policy.
- FR5.3.1 The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between employees about performance and financial information

*Data gathering  
and Transfer*

Business Simulation  
Software

- FR1.1.1i The process shall validate data modified in the business



		modeling laboratory prior to updating the VSSS production environment according to the data validation specifications for that environment.
	FR3.3.7	The business model laboratory shall provide an automated method for producing and communicating modeling test results.
	FR3.3.8	The business modeling laboratory shall provide validity tools and infrastructure to test the methodology and its reliability.
	FR1.1.1g	The process shall include data availability and portability from state and local production systems to the functionally integrated business modeling laboratory.
	FR3.3.6	The business model laboratory shall provide an automated method for collecting, storing and analyzing the inputs to the modeling process which include the following factors:- Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management
	FR3.3.3	Any system used in the To-Be model shall have the capability share data and functionality with the business model laboratory testing environment.
	FR1.1.1h	The process shall provide for data modified in the business modeling laboratory to be available and portable to the VSSS production environment such that only one-time entry of data modifications are necessary.
	FR3.3.5	The business modeling laboratory shall include an automated tool with the capability to generate testing scenarios.
Single Data Gathering Tool		
	FR2.2.1	The process shall evaluate and prioritize all paper-based activities for either retirement or automation based on business case
	FR4.3.1	The process shall include the ability to extract and report any functionally critical data stored in existing systems.
	FR4.2.6	The process shall enable automated communication of all

	information required by CSA's automated system for all data elements.
FR4.6.8	The process shall provide additional or enhanced data feeds to and from partner systems where such feeds shall result in the ability to enhance enterprise performance
FR1.2.6	The process shall provide automated communication with multiple case-based systems for assessment data, external systems that provide data to VSSS, as well as external systems that provide partner services.
FR1.1.13	The process shall provide automated extract and storage of information without human intervention from the following external systems: SSA, DMV, VEC, SVES, Health Department, Bur of Vital Stats, Court, The Work Number, DCSE, DOLPHIN, Criminal History, School enrollment and attendance, property records.
FR4.1.1a	The process shall provide electronic data from error prevention for pro-active management of change in consumer services, case management practice, organizational structure, job classes and job specifications
FR1.1.28	The automated global data gathering capability and assessment tool shall include the following:1. Financial and non-financial household data prescribed as mandatory by policy2. Non-mandatory data as permitted by the consumer 3. Comprehensive household-based initial needs assessment for the household irrespective of the bloodline relationships of the individuals4. Risk assessment
FR4.3.3	The process shall correlate information across services (financial, supportive, protective) to view information on a household or individual.
FR1.1.26	The process shall provide automated capability to view, accept, and store information from other systems one time from a single source and shall have the ability to communicate the researched data to systems as predefined
FR4.3.2	The process shall include information dissemination capacity that allows access across the entire enterprise to the line level

*Data Optionality*

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*and Retention*

Single Data Gathering Tool

FR1.1.33 The process shall clearly define what information is required vs. optional, and how long it is to be retained.

*Electronic Case Notes*

Single Data Gathering Tool

FR1.1.22a The process shall allow for the electronic documentation of case notes in a manner that provides access to those notes to any authorized internal or external partner.

*Electronic Case Record*

Single Data Gathering Tool

FR4.3.4 The process shall provide an electronic case record that eliminates duplicative case counts by combining supportive, protective, and financial services for a single household.

FR4.3.5 The process shall provide an electronic case record that tracks services (financial, supportive, protective) to funding streams for federal program reporting requirements thereby eliminating the need for random moment sampling.

FR1.1.23 The Business Modeling Laboratory process shall have the capability to produce search information from internal and external systems within established performance standards.

FR1.1.23a The process shall generate automated due dates for gathering consumer information.

FR1.1.25.3a With regard to the verification of consumer information, the single automated repository shall provide to the user the acceptable data entry options by data type

FR1.1.25.4 The single automated repository shall communicate universally with internal VSSS systems to create and update consumer records within defined parameters

FR4.3.6 The process shall bridge existing systems to provide a single source of consolidated information about consumers "household(s) and individuals" in order to count people one

### *Help Desk*

#### IT Operations

- time.
- FR4.1.1 The automated process shall reflect current policy and business rules; shall be modifiable to add or remove policy and business rules such that maintenance costs can be controlled and anticipated.
  - FR2.1.2 The process must be designed with flexibility in adding or removing data collection elements to assure ease of maintenance over time as data needs change.
  - FR2.1.1 The process shall provide the mechanics for error prevention staff to work from electronic systems that are used by employees to collect and assess information and to deliver services.
  - FR2.3.1 The process shall provide an automated method for tracking problem tickets, performing and documenting root cause analysis, and documenting immediate or planned future resolution of system problems in conjunction with the single-point-of-contact help desk.
  - FR2.3.1a The process shall provide an automated method for inventorying problems reported, resolutions to system problems, or problems identified for prioritization of on-going system enhancement; inventory must be published for real-time access and review across the enterprise
  - FR1.1.19 The process shall provide centralized help desk and reception of request for help such that user has a single point of contact for all system issues.

### *Mobile Connectivity*

#### Web-based Communication Medium

- FR3.3.11 The business modeling laboratory shall employ wireless and mobile technology.
- FR1.1.11 The process shall provide sufficient mobile connectivity between workers in all programs and automated systems

*Performance  
Measurement*

Business Simulation  
Software

- FR4.1.2 such that the work is not location dependent  
The process shall provide mobile electronic employee and consumer authorization capability.

- FR1.1.1c The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including financial, cost and performance information.

Single Data Gathering Tool

- FR1.1.25.10 a The single automated repository shall have the ability to accept changed performance standards/measures and adapt its tracking and reporting capability on performance metrics to the new standards/measures

- FR1.1.25.10 The single automated repository shall track and report on pre-defined performance metrics for service delivery across consumer service tiers, by financial, protective, and/or supportive service, by individual, by unit, by division, by locality, by state .

*Policy Manual  
Automation*

Web-based Communication  
Medium

- FR1.1.27 The process shall provide an automated, integrated, real-time searchable policy manual for all programs including financial, protective and supportive services for households (this includes for individuals, children, families, and adults).

- FR1.1.31 The process shall provide universal on-line policy access to the general public, inclusive of consumers and community-based providers

- FR1.1.5 The process shall provide automated traceability between policy manual updates and policy change notification and/or

*Provider Access,  
Control, and  
Communication*

Single Data Gathering Tool

- |          |  |
|----------|--|
|          | policy clarification responses.  |
| FR1.1.6  | The process shall have the capability to synchronize policy updates and system updates with releases of policy and systems simultaneously.   |
| FR1.1.7  | The process shall notify all impacted users of policy update upon sign-on.   |
| FR1.1.4  | The process shall provide automated inquiry postings and responses for policy clarification viewable by all with a need to know with links between the response and policy.  |
| FR1.1.2  | The process shall provide for real-time entry and update of the single, integrated on-line Policy manual.  |
| FR4.5.4  | The automated policy manual shall provide links to originating laws and rules governing confidentiality.   |
| FR1.1.3  | The process shall provide automated links between policy manual and notices of policy change and or clarification, and links between policy manual and state/federal law.  |
|          |  |
| FR4.2.2  | The process shall provide global sign-on capability that enables a user with permission to specific systems to access those systems for any role or function the individual is authorized to perform; capability from read only up to and including full system access and update. |
| FR2.2.1a | The process shall include multi-media communication methods for communicating within VSSS at the local level, between localities and the State, between localities and consumers, within the State, between VSSS and community-based partners, between partners and consumers.     |
| FR2.2.2  | The process shall provide an automated method for contracting with providers, establish an account for the provider, establish sub-account for the consumer, and   |

### Security, Auditability, and Authorization

## To Be Findings

### *Statistical Reporting*

Business Simulation  
Software

- FR5.5.3 All processes shall have field level auditability.
- FR1.3.6 The process shall provide global sign-on and audit capability that enables a user to access any systems for any role or function the user is authorized to perform with a single log-on.
- FR2.2.4 The process shall provide a method for automated approval of payments.
- FR4.5.4b The business modeling laboratory shall provide automated security against unauthorized use.
- FR4.5.3 The process shall provide adequate security for staff and consumers when using electronic communication tools.
- FR4.5.4a The process shall provide on-line guidelines on security related to both systems and physical security. Operational models that afford an adequate level of security without impeding organizational performance and customer service will be demonstrated
- FR4.5.5 The process shall provide automated controls to establish thresholds for levels of authority.

Statewide Financial  
Management System

- FR1.1.1e The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including automated community-based service delivery outcomes.
- FR1.1.77 The process shall provide access to PIP reporting from worker level to the State supervision level including information on individual, unit, locality, region, statewide outcomes.
- FR4.6.3 The process shall provide end users the capability to construct report formats across multiple types of performance management and budget planning information.



*System  
Availability*

IT Operations

- FR1.1.76 The process shall provide for automated reporting of PIP components.
- FR4.6.2 The process shall provide individual user sites or groups the capability to extract and report performance management and budget planning information in location-specific formats.

**Policy  
Development**

*Data gathering  
and Transfer*

- FR1.1.12 The process shall provide sufficient automated System Availability(s) such that office and field work can be done outside the hours of 7:30am to 5:30pm ET. Mon-Fri.
- FR1.1.12a Systems operations scheduling must support 24 x 7 data gathering and service delivery
- FR3.3.4 The business modeling laboratory shall provide networked office automation capabilities in a collaborative work environment.

Business Simulation  
Software

- FR1.1.5b The single data collection tool, assessment tool, and/or systems providing the electronic case record shall reflect policy changes via automated interaction using the rules-based process.
- FR1.1.5a The policy development process (which includes a single data collection tool, assessment tool, and/or systems providing the electronic case record for all disciplines) shall operate as rule-based process.

*Policy Manual  
Automation*

<b>Project Planning and Management</b>	Business Simulation Software	FR1.1.1a	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure.
		FR1.1.1f	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, which includes automated pending federal and state policy shifts as well as pending federal and state policy changes.
	<i>Project Management</i>		
	Project Management Tool	FR5.2.2	The process shall provide automated management capability to State and local Committee members in tracking action plans, work group assignments, due dates, progress against goals and objectives
<b>Staff Growth and development</b>		FR5.2.3	The process shall provide automated management capability to VSSS Strategic Planning members in tracking progress against goals and objectives on an on-going basis
		FR5.2.1	The process shall provide automated project management capability to State and local Operations Management in carrying out timeline and work product based activities which indicate milestones and due dates.
	<i>Training</i>		
	Business Simulation Software	FR3.3.10	The business modeling laboratory shall provide CBT training

*Project  
Management*

*Training*

General Services

*Data gathering  
and Transfer*

IT Operations

*Partnership  
Development*

- and certification.
- FR1.1.9 The process shall track and log staff development status for all CBT participants and make available individual status information in real-time to supervisory personnel.
- FR1.1.9a The process shall have capability to deny entry into automated system until CBT module is successfully completed by the user.
- FR1.1.9c The Staff and Growth Development process shall provide certification of employees for skill sets within a specified time standard.
- FR1.6.5c The process shall deliver on-line and practical staff development curriculums generated by the Business Modeling Laboratory demonstrating work, technology and human interactivity applying work behavior modeling for self-access to just-in-time staff development by all levels.
- FR1.1.9b The Staff and Growth Development process shall provide a maintenance tool for tracking employee staff development, skills, and competencies which includes a feedback mechanism.
- FR1.1.8 The process shall provide interactive CBT scenarios (modeling of work behaviors, policy application and system utilization) in conjunction with policy updates.

- FR5.8.12 The general services process shall include an automated procurement methodology that provides for tracking and reporting, and additionally provides an interface with other VSSS local and vendors systems.

Community  
Education and  
Partnership  
Outreach

*Electronic Case  
Record*

Single Data Gathering Tool

FR1.3.5e

The process shall provide for automated storage of partner outreach attendees with updatable fields on attendance, interest, commitment, potential services, levels of capability, contacts, assigned responsibilities.

*Provider Access,  
Control, and  
Communication*

Web-based Communication  
Medium

FR1.3.5f

The process shall provide automated communication of partner outreach and education results and best practices.

FR1.3.5

The process shall provide a web-based method for communicating and reinforcing holistic service philosophy to a target audience consisting of the community, service partners, state and local entities.

Community Needs  
Assessment

*Data gathering  
and Transfer*

Single Data Gathering Tool

*Performance  
Measurement*

Single Data Gathering Tool

- FR1.1.70 The process shall provide for automated one-time collection of appropriate consumer / household information at the point of first contact and throughout the history of the case.
- FR1.2.9 The process shall provide statistical and operational data to community-based partner services.
- FR1.1.74 The process shall provide tracking and cross-reference capability among individuals in a household against other households and cases.
- FR1.2.9b The process shall provide an automated medium for communicating the needs assessment findings.

*Provider Access,  
Control, and  
Communication*

Single Data Gathering Tool

- FR1.2.9a The process shall provide an automated medium for benchmarking partner service delivery
- FR1.2.9c The process shall provide validity tools and infrastructure to test the partner's needs assessment methodology and its reliability.
- FR1.1.71 The process shall provide pooled data for use by service providers and to track the status and complete history of the consumer.
- FR2.2.9 The process shall provide an electronic method for identifying service delivery partners that contains information related to core competencies, whether or not a partnership agreement exists, location, staffing, licensing and certification, and any existing performance measures against benchmarks.

*Training*

Community-based  
Strategic planning

Business Simulation  
Software

FR1.2.9d

The process shall provide automated staff development support (training) to community-based partners.

*Consolidate  
Data Entry and  
Storage*

Single Data Gathering Tool

FR2.2.11

The process shall provide an integrated electronic link with CSA such that information is handled only once by any of several potential community partners

*Data Accessibility*

Web-based Communication  
Medium

FR1.2.1d

The process shall provide networked office automation to include but not be limited to: -word processing- spreadsheet-calendaring-email-on-line chat-instant messaging-web conferencing

*Data gathering  
and Transfer*

Single Data Gathering Tool

FR2.2.10

The process shall provide an electronic method for VSSS to receive court orders from the court system.

FR2.2.12

The process shall provide an automated method in conjunction with CSA to complete CAFAS on-line and jointly share this information with CSA service delivery partners and VSSS staff

Consumer Services Coordination	<i>Workload management</i>	Single Data Gathering Tool	FR1.2.1c	The process shall provide a communication medium for accessing standardized tools for strategic planning, calendaring, for receiving incoming input, and for communicating status and results for strategic planning with regards to partnering.
Leveraging Resources and Grant Funding	<i>Electronic Case Record</i>	Single Data Gathering Tool	FR2.2.5	The process shall provide electronic record keeping for evidence, court reports and court orders.
	<i>Data Accessibility</i>	Statewide Financial Management System	FR4.5.4c	The database and/or clearinghouse data for grant funding shall be readily available to all partnership development entities.
	<i>Data gathering and Transfer</i>			

## To Be Findings

<i>Funding Traceability</i>	Statewide Financial Management System	FR4.6.4a	The process shall provide electronic templates for unspecified grant application formats.
	Statewide Financial Management System	FR4.4.5	The financial management process shall provide remaining balance data for line item and/or grant funding to the financial, supportive, protective service personnel so that available funding levels may be verified prior to authorizing payments.
		FR4.4.4	Services (financial, supportive, protective) program systems shall have the capability to report payment information to a financial management system.
<i>Performance Measurement</i>		FR4.4.3	The process shall provide a database or clearinghouse support to collect and track grant sources and applications/proposals for grant funded dollars or other resources.
	Statewide Financial Management System	FR5.7.3	The grant application / proposal process as well as budget line items shall provide statistical and performance data.
<i>Security, Auditability, and Authorization</i>	Statewide Financial Management System	FR5.7.5	The grant compliance process shall provide compliance reporting information for grant and partnership management.



Partnership  
agreements and  
maintenance

*Agreement  
Development*

Single Data Gathering Tool

FR5.7.4

The process shall provide the ability to track whether the information is reported by the participants is in compliance with the provisions of the grant.

FR4.4.6

The process shall provide a mechanized method to manage the on-going fiscal and maintenance responsibilities for the budget or grant.

*Performance  
Measurement*

Single Data Gathering Tool

FR1.2.1a

The process shall provide office automation for development of partnering agreements

FR1.2.1b

The process shall provide office automation for development of partnering performance metrics, analyses, and reporting.

Resource  
Identification and  
development

*I&R Database*

Automated I&R Tool

FR1.1.49a

Access to the I & R facility shall be available from the initial assessment tool, through Oasis, through Adapt, through SPIDeR, through the web for consumers or stakeholders.

- FR1.1.44 The automated I & R process shall permit open access with input capability at the local level and by providers to maintain currency, including but not limited to the following::
- o Licensing
  - o Certifications
  - o services provided
  - o rates
  - o results
  - o ratings of quality/success
  - o historical detail  
(length of time in business, etc., number of completed referrals, follow-up)
  - o core competencies
  - o staff competencies
  - o complaints
  - o availability
- FR1.1.49 Database of resources once a resource is validated is communicated directly to the I & R facility
- FR1.1.47 The process shall have the ability to automatically generate and receive status information to I & R facility on partnership status and performance.
- FR1.1.46 The I&R database shall be available in inquiry mode to state and local law makers.
- FR1.1.45 The automated I&R process shall provide the ability to sort and report information by locality, by location, by type of service and competencies, and by availability.
- FR1.1.48 The process shall provide a decision-making database for detailed resource data by locality, by the State.

*Strategic Planning*

Budget Planning

*Data gathering  
and Transfer*

## To Be Findings

<i>Financial Forecasting</i>	Statewide Financial Management System	FR5.8.5	The Budget Planning process shall include a statewide VSSS financial management system that communicates with the State's financial management system and local finance office management systems.
	Statewide Financial Management System	FR5.8.8	The Budget Planning process shall facilitate automated communication across VSSS multiple system platforms to effect statewide sharing of cost, performance, statistical and financial information.
<i>Performance Measurement</i>		FR5.8.7	The Budget Planning process shall include automated budgeting and resource allocation capability that forecasts financial needs based on enterprise-wide strategic objectives.
	Single Data Gathering Tool	FR4.6.1a	The process shall provide the ability to view performance management and budget planning information on line statewide, with information to be current on an weekly, monthly, and yearly basis.
		FR4.6.1	The process shall provide access to automated performance management and budget planning information by individual state or local employee, by supervisor, by unit, by program, by division, by locality or for the state.
	Statewide Financial Management System	FR5.8.6	The Budget Planning process shall provide automated capability for performance management information, performance standards, performance metrics, activity-based costing

Controls and  
Feedback

*Data gathering  
and Transfer*

Single Data Gathering Tool

- FR1.1.75 The process shall exchange information with other defined systems that are designed to deliver services (financial, supportive, protective) or track consumer information (such as a regional or national data exchange)
- FR5.8.4 The process shall provide for full electronic interchange of information between federal and state entities.

*Disaster  
Recovery and  
Business  
Continuity*

Statewide Financial  
Management System

- FR5.7.7 The control and feedback process shall provide automated support for disaster recovery and business continuation plans and procedures.

*Provider Access,  
Control, and  
Communication*

Statewide Financial  
Management System

- FR5.2.1a The process shall provide a web-based, shared communication medium for control and feedback.
- FR5.2.1b The control and feedback process shall be searchable and linked to on-line policies and procedures in an automated fashion.

Enterprise Change Management	Security, Auditability, and Authorization	IT Operations	FR5.2.1c	The control and feedback process shall be searchable and linked to system documentation in an automated fashion.
			FR5.7.2	The process shall provide on-line real-time case record access to federal reviewers.
		Statewide Financial Management System	FR5.7.6	An automated controls and feedback process shall support audit procedures, reviews and audit findings
			FR4.6.7a	A statewide financial management process shall produce reliable cost, performance, financial and statistical information.
Enterprise Change Management	Statistical Reporting	Statewide Financial Management System		
Enterprise Change Management	Automated Survey	Automated Survey		
Enterprise Change Management	Data Accessibility	IT Operations	FR1.3.5a1	The Enterprise Change Management process shall provide an automated method for surveying consumer and employee experience.

## To Be Findings

Operational goals and objectives	<i>Performance Measurement</i>	FR3.3.4a	The Enterprise Change Management process shall provide collaborative work group automated tools.
	Single Data Gathering Tool	FR5.2.4	The Enterprise Change Management process shall make available prerequisite systems information on performance, cost, financial or statistical information that provide a measure of change accomplishments.
	<i>Presentation</i>		
	Web-based Communication Medium	FR5.2.5	The Enterprise Change Management process shall provide broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships.
	<i>Project Management</i>		
	Project Management Tool	FR5.2.6	The Enterprise Change Management process shall provide Project Management Capability
	<i>Statistical Reporting</i>		
	Statewide Financial Management System	FR1.3.5b	The process shall have automated capability for gathering and storing consumer responses to consumer service

- experience surveys
- FR1.3.5c The process must have the capability to automate the analysis of consumer responses to consumer service experience by worker, by job assignment, by supervisor, by local manager, by locality, for the State
- FR1.3.5d The process must utilize the most effective medium (voice, Internet, paper) to publish the current information (minimum of quarterly, to monthly) from the lowest level of detail to the most aggregate level of detail for availability to the local agencies, the Business Modeling Laboratory, State supervision, governing bodies, community-based partners, and other general members of the community, along with the local and State plan for meeting consumer expectations
- FR1.3.5a The process shall have a capability of surveying consumer responses to the service delivery experience within VSSS and/or community-based partners on an on-going basis in a manner that achieves a 100% response level

## Section 3

### VSSS BPR To-Be Requirements by Functional Area

<i>FA#</i>	<i>Functional Area</i>	<i>PD#</i>	<i>Performance Desired</i>	<i>FR#</i>	<i>Functional Requirement</i>
<i>F1.0</i>	Provide Excellent Customer Service				
		F1.1	Provide full needs assessment on first contact		
				FR1.1.1	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure, State and local systems availability, business modeling tools, financial, cost and performance information, consumer and stakeholder survey information, community-based service delivery outcomes, pending federal and state policy shifts, pending federal and state policy changes.
				FR1.1.10	The process shall provide connectivity between internal and external systems where exchange of information between those systems is necessary and appropriate to the extent that duplicate manual entry across programs and services
				FR1.1.11	The process shall provide sufficient mobile connectivity between workers in all programs and automated systems such that the work is not location dependent
				FR1.1.12	The process shall provide sufficient automated System Availability(s) such that office and field work can be done outside the hours of 7:30am to 5:30pm ET. Mon-Fri.
				FR1.1.12a	Systems operations scheduling must support 24 x 7 data gathering and service delivery
				FR1.1.13	The process shall provide automated extract and storage of information without human intervention from the following external systems: SSA, DMV, VEC, SVES, Health Department, Bur of Vital Stats, Court, The Work Number, DCSE, DOLPHIN, Criminal History, School enrollment and attendance, property records.
				FR1.1.14	The process shall have the capability to perform data gathering for all basic consumer household information, globally, to support Consumer Services Coordination teams and community partners; and, deliver an automated initial assessment for services (financial, supportive, protective) for all potential VSSS services and community-based partners across all programs.
				FR1.1.15	The process shall provide mobile capability for performing automated global initial



documentation for

- assessment at non-VSSS locations.
- FR1.1.15a The process shall provide mobile capability for gathering household consumer data to any partner provider.
  - FR1.1.15a1 The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.
  - FR1.1.15a2 The process shall provide ability to produce printed consumer consumer packet in an office and during mobile interaction with the consumer.
  - FR1.1.15b The process shall have the capability to track utilization of systems, and report on performance in use of systems to complete work using consumer services elements of systems.
  - FR1.1.16 The process shall provide printed materials for delivery to consumer with consistent look and feel across all programs and localities; capability must exist to provide personalized detail on missing verification information, copies of referrals to other services, contact name for VSSS and other services, addresses of other services, calendar indicating appointment dates and times, who the appointment is with, maps, vouchers to purchase goods and/or services, at a minimum.
  - FR1.1.17 The process shall provide 24x7 self-service access to consumer household specifics.
  - FR1.1.17a The process shall provide within the self-service access capability a means for the consumer to communicate with the appropriate member(s) of the assigned Consumer Services Coordination team.
  - FR1.1.18 The process shall provide a method to measure workload components as well as baseline current work activities.
  - FR1.1.19 The process shall provide centralized help desk and reception of request for help such that user has a single point of contact for all system issues.
  - FR1.1.1a The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure.
  - FR1.1.1b The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including business modeling tools.
  - FR1.1.1c The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including financial, cost and performance information.
  - FR1.1.1d The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including consumer and stakeholder survey information.
  - FR1.1.1e The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including automated community-based service delivery outcomes.

prior to

- FR1.1.1f The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, which includes automated pending federal and state policy shifts as well as pending federal and state policy changes.
- FR1.1.1g The process shall include data availability and portability from state and local production systems to the functionally integrated business modeling laboratory.
- FR1.1.1h The process shall provide for data modified in the business modeling laboratory to be available and portable to the VSSS production environment such that only one-time entry of data modifications are necessary.
- FR1.1.1i The process shall validate data modified in the business modeling laboratory updating the VSSS production environment according to the data validation specifications for that environment.
- FR1.1.2 The process shall provide for real-time entry and update of the single, integrated on-line Policy manual.
- FR1.1.20 The integrated assessment process shall according to integrated policy guidelines populate the appropriate program applications (systems), obtain verifications, and store common verification at a single source, without re-entry of data into any system.
- FR1.1.21 The process shall provide on-line access to internal and external systems for search data with real time access to data that is as current as provider has
- FR1.1.22 The process shall provide the ability to finalize and act immediately on consumer requests via electronic means to capture the required electronic signature according to policy.
- FR1.1.22a The process shall allow for the electronic documentation of case notes in a manner that provides access to those notes to any authorized internal or external partner.
- FR1.1.23 The Business Modeling Laboratory process shall have the capability to produce search information from internal and external systems within established performance standards.
- FR1.1.23a The process shall generate automated due dates for gathering consumer information.
- FR1.1.24 The process shall propagate single-entry consumer household data as well as initial assessment data to all systems that transact services (financial, supportive, protective).
- FR1.1.24a The process shall have the capability of publishing consumer and initial assessment data to defined systems, and the ability to notify defined systems of availability of changed data, or if a system can not be automatically updated to have the ability to authorize acceptance of the available data without re-entry
- FR1.1.25 The process shall provide a single repository for consumer, VSSS, and community-based personnel information that is accessible to all users with a need to know.

needs statistics

- FR1.1.25.1 The single automated repository shall provide the capability for VSSS or community-based partners to complete an initial financial and services assessment for a household
- FR1.1.25.10 The single automated repository shall track and report on pre-defined performance metrics for service delivery across consumer service tiers, by financial, protective, and/or supportive service, by individual, by unit, by division, by locality, by state .
- FR1.1.25.10 a The single automated repository shall have the ability to accept changed performance standards/measures and adapt its tracking and reporting capability on performance metrics to the new standards/measures
- FR1.1.25.11 The single automated repository shall provide service and financial to forecast staffing needs for individuals with correct competencies and skills by locality, by service and benefit type.
- FR1.1.25.2 The single automated repository shall provide the capability to research external systems for verification, match information, and populate required verification specifics, and track and report on missing verifications.
- FR1.1.25.3 The single automated repository shall provide the capability to create or modify a Consumer Services Coordination universal financial and service assessment for a household.
- FR1.1.25.3a With regard to the verification of consumer information, the single automated repository shall provide to the user the acceptable data entry options by data type
- FR1.1.25.4 The single automated repository shall communicate universally with internal VSSS systems to create and update consumer records within defined parameters
- FR1.1.25.5 The single automated repository shall manage universal calendars for staff and community partners for appointment setting and availability tracking.
- FR1.1.25.5a The assessment process shall provide automated team assignments based on skills, abilities, specialties, and workload availability
- FR1.1.25.5b The assessment process shall include the capability for all team members to communicate with each other in a variety of media to include the following:?  
Mobile equipment and accessibility ? Universal calendaring? Internal and external electronic file sharing with appropriate security and administration capabilities
- FR1.1.25.5c The assessment process shall include web-based interface capability to share information between VSSS systems, other agencies, and partners.
- FR1.1.25.6 The single automated repository shall manage workload assignments by locality and office to an individual and/or Consumer Services Coordination team on the basis of defined workload criteria
- FR1.1.25.7 The single automated repository shall perform VSSS personnel tracking by locality and location and provide a mechanism for making VSSS job assignments to VSSS

- line and supervisory staff by locality and location.
- FR1.1.25.8 The single automated repository shall track and report on demographic or statistical data that is not produced in other systems.
- FR1.1.25.9 The single automated repository shall provide a single source for updating client records by VSSS and or community-based partners and/or adjust the financial and services plan for the household.
- FR1.1.26 The process shall provide automated capability to view, accept, and store information from other systems one time from a single source and shall have the ability to communicate the researched data to systems as predefined
- FR1.1.26a The assessment process shall include a web-based, integrated point of data collection for all case information to include the following: Electronic assessment capability along with automated paperless work methods? Electronic Case Files ? Ability to generate paper notices for consumer information in their language
- FR1.1.27 The process shall provide an automated, integrated, real-time searchable policy manual for all programs including financial, protective and supportive services for households (this includes for individuals, children, families, and adults).
- FR1.1.28 The automated global data gathering capability and assessment tool shall include the following: 1. Financial and non-financial household data prescribed as mandatory by policy 2. Non-mandatory data as permitted by the consumer 3. Comprehensive household-based initial needs assessment for the household irrespective of the bloodline relationships of the individuals 4. Risk assessment
- FR1.1.29 The process shall provide an automated global data gathering capability and assessment tool that permits development of a universal financial and services plan by VSSS and/or community-based partners for a household (see FR1.1.34) irrespective of the bloodline relationships of the individuals
- FR1.1.29a The process shall have capability for an end user to toggle to and to view applicable policy from any rule-based point in the global data gathering facility and from any rule-based or policy-based point in any legacy system
- FR1.1.29b The process shall have the capability for displaying on-line practicum (best practices work behaviors and procedures) side by side with applicable policy, but not integrated within policy.
- FR1.1.29c The process shall provide the capability for the global data gathering facility and assessment tool to generate and print referrals at the initial assessment to community-based providers and to VSSS staff and again at the universal financial and services assessment to other providers-services as defined by the universal financial and services plan.
- FR1.1.29d Verifications required by the global data gathering facility are limited to those specified by policy-based rules as applied to consumer household conditions
- FR1.1.29e Applicable policy links shall be available from any data element or from any screen

from the

- or page
- FR1.1.2a The process shall provide all printed and displayed text required for review and/or signature by the consumer in the language of the consumer.
  - FR1.1.3 The process shall provide automated links between policy manual and notices of policy change and or clarification, and links between policy manual and state/federal law.
  - FR1.1.30 The process shall provide universal Consumer Services Coordination access for staff and community-based providers to consumer data as permitted by consumer authorization and/or by law and policy.
  - FR1.1.30a The assessment process shall allow the consumer to limit collection of information that is not prescribed by policy for delivery of services (financial, supportive, protective)
  - FR1.1.30b The process shall have the capability to utilize information gathered consumer or other sources that is used to determine the appropriate level of services and generate referrals, but not store and hold specific information components in the shared system; the consumer service history of actions must indicate this action to gather and delete specific information.
  - FR1.1.30c The process shall provide the capability for capturing electronically release of information authorization from the consumer, specific to the services and providers accepted by the consumer.
  - FR1.1.31 The process shall provide universal on-line policy access to the general public, inclusive of consumers and community-based providers
  - FR1.1.32 The process shall provide 24x7 access by consumers to their own electronic case records in either automated or printed media.
  - FR1.1.33 The process shall clearly define what information is required vs. optional, and how long it is to be retained.
  - FR1.1.34 The process shall provide an automated, Consumer Services Coordination universal financial and services assessment for a household.
  - FR1.1.34a The process shall have a Consumer Services Coordination universal financial and services assessment for a household that is highly structured and rule-based to gather information based on evidence of specific characteristics in the household, and analyzing and supported analysis judgments by the individual conducting the assessment and developing the plan.
  - FR1.1.35 The process shall provide for automated collection of verifications and advise consumers of missing information in multiple formats (on-line, paper, voice)
  - FR1.1.36 The process shall provide automated referrals for VSSS and community-based services.
  - FR1.1.37 The process shall facilitate in an automated fashion work assignments from a pool

- of HR information on employees, job assignments, and competencies
- FR1.1.37a The process shall have the capability to view calendars of both VSSS personnel and community-based partners and set appointments as required by the initial assessment and at the point of the universal financial and services assessment.
- FR1.1.38 The process shall provide an automated method to record and track staff positions, staff names, and job assignments.
- FR1.1.39 The process shall provide automated calculation of workload and time expended by program code and type of work activity.
- FR1.1.39a The process shall provide automated traceability from workload and work activities back to funding streams.
- FR1.1.4 The process shall provide automated inquiry postings and responses for policy clarification viewable by all with a need to know with links between the response and policy.
- FR1.1.40 The process shall provide an inventory in the statewide I & R database
- FR1.1.41 The process shall ensure that community-based services will be inventoried for a given community in an automated fashion - along with the services that each provides.
- FR1.1.42 The process shall utilize the State I & R database as a foundation for adding local community resources, which shall be accessible by the assessment facility as well as the on-going case managers.
- FR1.1.43 The process shall maintain State I & R database in a current state as changes in providers occur.
- FR1.1.44 The automated I & R process shall permit open access with input capability at the local level and by providers to maintain currency, including but not limited to the following:
- o Licensing
  - o Certifications
  - o services provided
  - o rates
  - o results
  - o ratings of quality/success
  - o historical detail (length of time in business, etc., number of completed referrals, follow-up)
  - o core competencies
  - o staff competencies
  - o complaints
  - o availability
- FR1.1.45 The automated I&R process shall provide the ability to sort and report information by locality, by location, by type of service and competencies, and by availability.
- FR1.1.46 The I&R database shall be available in inquiry mode to state and local law makers.
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- FR1.1.47 The process shall have the ability to automatically generate and receive status information to I & R facility on partnership status and performance.
- FR1.1.48 The process shall provide a decision-making database for detailed resource data by locality, by the State.
- FR1.1.49 Database of resources once a resource is validated is communicated directly to the I & R facility
- FR1.1.49a Access to the I & R facility shall be available from the initial assessment tool, through Oasis, through Adapt, through SPIDeR, through the web for consumers or stakeholders.
- FR1.1.49b The assessment process shall include a community-based services Information and Resource Data Base.
- FR1.1.5 The process shall provide automated traceability between policy manual updates and policy change notification and/or policy clarification responses.
- FR1.1.50 The process shall provide sufficient structure to identify highest level immediate need services and assign them according to service delivery location, the consumer's situation, and the provider's and staff core competencies.
- FR1.1.51 The assessment process shall accept a policy-based rule set and provide dynamic status update as policy changes are made.
- FR1.1.5a The policy development process (which includes a single data collection tool, assessment tool, and/or systems providing the electronic case record for all disciplines) shall operate as rule-based process.
- FR1.1.5b The single data collection tool, assessment tool, and/or systems providing the electronic case record shall reflect policy changes via automated interaction using the rules-based process.
- FR1.1.6 The process shall have the capability to synchronize policy updates and system updates with releases of policy and systems simultaneously.
- FR1.1.60 The process shall, at the point an emergency situation is identified by the consumer or revealed through questioning by the employee, allow abandonment of the full initial assessment and produce referrals to the appropriate staff with the appropriate competencies to respond to the emergency.
- FR1.1.61 The process shall set an alert for follow-up on the contact for services upon delivery of the emergency or stabilization service to identify if a full initial assessment is required for other supportive services for the household
- FR1.1.62 The assessment process shall provide trial eligibility for financial services and/or make determination that other referral resources are to be identified.
- FR1.1.63 The information gathered in the assessment process shall be communicated based on consumer choice to the appropriate services (financial, supportive, protective)
- FR1.1.64 The process shall provide EBT or EFT for any and all types of cash payments, such

- as to consumers, providers and vendors
- FR1.1.65 The process shall have interface capability to existing systems to produce alerts for re-assessment.
  - FR1.1.66 The process shall have the ability to accept and track incoming data, verifications, referrals, alerts, and actions to contribute to an electronic record.
  - FR1.1.7 The process shall notify all impacted users of policy update upon sign-on.
  - FR1.1.70 The process shall provide for automated one-time collection of appropriate consumer / household information at the point of first contact and throughout the history of the case.
  - FR1.1.71 The process shall provide pooled data for use by service providers and to track the status and complete history of the consumer.
  - FR1.1.72 The process shall make available as provided by law and information security procedures consumer information to other community-based service providers to prevent duplication and overlap of services.
  - FR1.1.73 Upon adding or deleting a household member, or by updating any of the household financial or non-financial information the process shall trigger an alert to all members of the Consumer Services Coordination team to re-assess services (financial, supportive, protective) for VSSS and community-based services
  - FR1.1.74 The process shall provide tracking and cross-reference capability among individuals in a household against other households and cases.
  - FR1.1.75 The process shall exchange information with other defined systems that are designed to deliver services (financial, supportive, protective) or track consumer information (such as a regional or national data exchange)
  - FR1.1.76 The process shall provide for automated reporting of PIP components.
  - FR1.1.77 The process shall provide access to PIP reporting from worker level to the State supervision level including information on individual, unit, locality, region, statewide outcomes.
  - FR1.1.8 The process shall provide interactive CBT scenarios (modeling of work behaviors, policy application and system utilization) in conjunction with policy updates.
  - FR1.1.9 The process shall track and log staff development status for all CBT participants and make available individual status information in real-time to supervisory personnel.
  - FR1.1.9a The process shall have capability to deny entry into automated system until CBT module is successfully completed by the user.
  - FR1.1.9b The Staff and Growth Development process shall provide a maintenance tool for tracking employee staff development, skills, and competencies which includes a feedback mechanism.
  - FR1.1.9c The Staff and Growth Development process shall provide certification of employees for skill sets within a specified time standard.



physical	F1.2	Collect data on the entire Household	FR1.2.1	The process shall provide all assessment functions available to consumer in an automated fashion.
			FR1.2.10	The process shall make household assessment information collected one time available for immediate disposition of services (financial, supportive, protective) to meet the identified need.
			FR1.2.11	The process shall be able to report comparative, sortable consumer statistical and demographic data that resides in programmatic systems or the global data gathering facility by the worker, unit, division, locality, and state, and make the information available electronically upon request; i.e., by line worker, local supervisors and managers, State supervision staff and/or the Business Modeling Laboratory, or community-based partners
			FR1.2.12	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to location, situation, and competencies.
			FR1.2.1a	The process shall provide office automation for development of partnering agreements
			FR1.2.1b	The process shall provide office automation for development of partnering performance metrics, analyses, and reporting.
			FR1.2.1c	The process shall provide a communication medium for accessing standardized tools for strategic planning, calendaring, for receiving incoming input, and for communicating status and results for strategic planning with regards to partnering.
			FR1.2.1d	The process shall provide networked office automation to include but not be limited to: -word processing-spreadsheet-calendaring-email-on-line chat-instant messaging-web conferencing
			FR1.2.2	The process shall permit the consumer to electronically self-certify without signature on paper.
			FR1.2.3	The process shall automate consumer account creation in such manner as to permit consumer to self-serve initially, perform re-assessment, report changes, and/or provide new verifications.
			FR1.2.4	The process shall facilitate in an automated fashion comparisons between household situations from a prior point in time to current.
			FR1.2.5	The process shall cloak all case information that by law cannot be made available to the consumer.
			FR1.2.5a	The process will have the capability in its HR system components to perform automated performance measurements against performance standards for individuals, work groups, supervisors, local managers, localities, state staff, including individuals, work groups, supervisors, division managers, and the state office as a whole.

F1.3	Collate full range of community services for customer	FR1.2.5b	The process will have the capability in its HR system components to perform automated performance evaluations that are specific to the job assignment (not job classification) and be able to track changes in evaluated performance over time; and, to track progress against action plans for growth, development, improvement
		FR1.2.6	The process shall provide automated communication with multiple case-based systems for assessment data, external systems that provide data to VSSS, as well as external systems that provide partner services.
		FR1.2.7	The process shall track workload and work activities to funding streams (see FR1.1.39a)
		FR1.2.8	The process shall provide real-time case data and historical data to consumers and staff
		FR1.2.9	The process shall provide statistical and operational data to community-based partner services.
		FR1.2.9a	The process shall provide an automated medium for benchmarking partner service delivery
		FR1.2.9b	The process shall provide an automated medium for communicating the needs assessment findings.
		FR1.2.9c	The process shall provide validity tools and infrastructure to test the partner's needs assessment methodology and its reliability.
		FR1.2.9d	The process shall provide automated staff development support (training) to community-based partners.
		FR1.3.1	The process shall provide field-level access and field-level security to consumer data in all consumer-based systems, including the global data gathering facility.
		FR1.3.2	The process shall inhibit or authorize case record information sharing at the discretion of the consumer.
		FR1.3.5	The process shall provide a web-based method for communicating and reinforcing holistic service philosophy to a target audience consisting of the community, service partners, state and local entities.
		FR1.3.5a	The process shall have a capability of surveying consumer responses to the service delivery experience within VSSS and/or community-based partners on an on-going basis in a manner that achieves a 100% response level
		FR1.3.5a1	The Enterprise Change Management process shall provide an automated method for surveying consumer and employee experience.
		FR1.3.5b	The process shall have automated capability for gathering and storing consumer responses to consumer service experience surveys
		FR1.3.5c	The process must have the capability to automate the analysis of consumer

		responses to consumer service experience by worker, by job assignment, by supervisor, by local manager, by locality, for the State
	FR1.3.5d	The process must utilize the most effective medium (voice, Internet, paper) to publish the current information (minimum of quarterly, to monthly) from the lowest level of detail to the most aggregate level of detail for availability to the local agencies, the Business Modeling Laboratory, State supervision, governing bodies, community-based partners, and other general members of the community, along with the local and State plan for meeting consumer expectations
	FR1.3.5e	The process shall provide for automated storage of partner outreach attendees with updatable fields on attendance, interest, commitment, potential services, levels of capability, contacts, assigned responsibilities.
	FR1.3.5f	The process shall provide automated communication of partner outreach and education results and best practices.
	FR1.3.6	The process shall provide global sign-on and audit capability that enables a user to access any systems for any role or function the user is authorized to perform with a single log-on.
F1.4	Create a Service Center of Excellence (standardize, measure, monitor, improve)	
	FR1.4.1	The process shall provide an automated method for communicating performance targets, tracking performance against those targets, and identifying gaps across a broad spectrum of indicators, including funding.
	FR1.4.10	The process shall support staff in differentiating between urgent and longer range service requirements via single data gathering and universal financial services assessment mechanism.
media that	FR1.4.12a	The process shall provide consumer education capability in multiple informs as to VSSS philosophy for responsive service delivery and informs the consumer what they can do to participate in and benefit from an excellent level of service.
	FR1.4.12b	The process must be supported by a data gathering and assessment capability that can be easily modified on the basis of any of several factors, such as changing policy, changing technology, changing strategic needs in community-based services.
	FR1.4.12c	The process must be supported by the capability to measure services delivered against defined performance standards, and to identify delays in service beyond allowed thresholds, quantifying on the basis of experience the overall cost to the community at large for the delay in service
	FR1.4.13	The process shall provide EBT or EFT for any and all types of cash payments.
	FR1.4.1a	Performance targets and performance data shall be readily available statewide to

		individuals, supervisors, local managers and directors and for State supervision.
		FR1.4.2 The performance measurement process shall provide on-line statistical reporting across programs, services, functions, and time.
		FR1.4.3 Legislature shall have access to performance information, cost information, cost/benefit analysis and business case analysis related to decision-making for program adjustments or systems development
		FR1.4.4 The process shall provide on-line metrics and planning information for localities and community partners.
		FR1.4.5 The process shall provide a single automated source for performance and cost information that factually reflects enterprise wide performance and cost.
		FR1.4.6 Data gathering and automated performance measuring process shall begin at the point of first contact with the consumer. (See FR1.4.9)
		FR1.4.6a The process must have the capability of eliciting and recording, and measuring consumer response relative to the consumer service experience
		FR1.4.7 The process shall provide an automated method for recording reasons for resignation during exit interviews.
		FR1.4.8 The process shall provide an automated method for generating trends and baselines used to correct an issue based on cost analysis of loss of skills.
		FR1.4.9 The process shall provide an automated method for gathering performance and service delivery data at the point of first contact on forward and provide routine reports on responsiveness against pre-defined and changeable performance
F1.5	Provide service in language of the customer	
		FR1.5.1 The process shall utilize a self-service assessment tool in the language of the consumer for those groups that exceed a percentage standard as determined by policy (for instance, for the caseload or for the local population).
F1.6	Respect the client	
		FR1.6.1 The process shall provide an automated, selectable list of notice reasons written at no higher than the 6th grade level.
		FR1.6.1a The process shall organize and group like reasons under a single heading (i.e., Financial or Household Composition) and produce a single notice for all actions taken even if more than one page.
		FR1.6.2 Once selected, notice provided to consumer along with its reasons shall become part of permanent consumer documentation and shall be accessible to both consumer and assigned staff.
		FR1.6.3 The process shall provide an information packet containing service plans, referrals, contact name, travel instructions, maps, case and assessment specifics as well as

			instructions on self-service and review.
		FR1.6.3a	The process shall provide a mechanism for electronic recordation of case notes or case documentation with the ability to see an index of such documented case events - notices, referrals, case notes, case actions, consumer actions, due dates.
		FR1.6.4	The process shall provide a mechanism for consumers to be served on a 24x7 basis through a variety of service delivery methods and tools.
		FR1.6.5	The process shall provide automated tool for use by outreach partners to initiate the assessment process.
		FR1.6.5a	The process shall provide the ability for a community-based partner to initiate the assessment and generate a referral for VSSS response.
		FR1.6.5a1	The process shall be sufficiently secure to protect consumer privacy, yet provide the information needed for service delivery across partners, based on levels of pre-established security.
		FR1.6.5b	The HR process shall provide the capability to automatically generate the appropriate identification badges for employee use, identifying the locality of employment from a single statewide system
		FR1.6.5c	The process shall deliver on-line and practical staff development curriculums generated by the Business Modeling Laboratory demonstrating work, technology and human interactivity applying work behavior modeling for self-access to just-in-time staff development by all levels.
		FR1.6.6	The process shall provide automated tool for use by advocacy groups to initiate the assessment process.
F1.7	Provide transparency of the customer record		
		FR1.6.7	The process shall provide self-service case record inquiry for use by client which includes status and consumer history.
		FR1.6.8	The process shall provide authentication capability for access.
F1.9	Recruit, select, train, and retain staff with the right mix of skills		
		FR1.7.1	The process shall provide web-based capability to complete and file applications for employment on-line, with ability to submit a resume in a prescribed format, and assignment of an account with PIN for the job candidate to do their own follow-up or update the resume as needed.
		FR1.7.10	The process shall provide a mechanism to communicate state employee information from the VSSS HR system directly to the State's HR system without re-entry of data.
		FR1.7.11	The process shall provide a mechanism to protect employees and consumers from identity theft.
		FR1.7.12	The HR process shall track leave, pay, and retirement data as well as provide an

- interface between existing state and local payroll systems
- FR1.7.2 The process shall provide a web-based approach to communicating the recruitment pool and their skills, background, career objectives, availability, contact information
- FR1.7.3 An automated Universal HR employee process shall track staff by locality and position, job assignments, supervisors, units, divisions, competencies and skills, leave, pay, retirement tracking, leave tracking, as well as a bank of special skills that are available to the enterprise.
- FR1.7.4 The HR automated process shall be accessible by employees, supervisors, managers with the ability to integrate HR information back to the Consumer Services function for assignment of cases, management of work load, and appointment calendaring.
- FR1.7.5 The universal HR process shall include performance management capability, with on-line evaluations, an on-line scorecard that exhibits performance standards for the job assignment vs. performance metrics
- FR1.7.6 The process shall provide secure employee accounts for access by the employee, supervisor, and assigned manager and shall additionally provide an audit trail of those individuals that have viewed a personnel evaluation.
- FR1.7.7 The HR process shall communicate with the Statewide Financial Management System to establish payroll accounts for new hires without re-entry of data.
- FR1.7.8 The process shall ensure that maintenance of employee information related to revenue streams is only maintained in the HR system via job assignment and revenue stream codes and is communicated to the Statewide financial management system.
- FR1.7.9 The HR process shall include expense reimbursement capability such that it can be communicated to the financial management system for accounting purposes.
- FR1.9.1 The process shall permit automated employee inquiry to individual personnel records
- FR1.9.2 The process shall provide electronic performance management capability specific to the assigned job
- FR1.9.3 The process shall provide automated leave and retirement data as well as leave calculations.
- FR1.9.4 The process shall provide automated calculations on sell back time and unused leave time
- FR1.9.5 The process shall integrate personnel information with the assessment tool for calendaring and workload management.
- FR1.9.6 The process shall provide a mechanism for dual management and maintenance of HR by the state and localities in a single repository
- FR1.9.7 The process shall identify job assignees by supervisors, units, divisions, localities, regions

### F2.0 Simplify the Process

F2.1 Eliminate the “stovepipes”  
(standardize intake and common  
processes across all programs)

- FR1.9.8 The process shall identify specialized skills and certification such as language, grant writing, public speaking, and/or systems, viewable in a state-wide inventory.
- FR1.9.8.1 The process shall provide the capability to maximize skills and abilities statewide by banking hours of staff time contributed outside the home organization and the home organization can draw out equivalent hours of another staff resource from the skills bank
- FR1.9.9 The process shall provide a statewide HR database to provide a single repository for HR information maintenance, including reporting relationships and historical information by individual.

F2.2 Move from paper to computer-  
based process

- FR2.1.1 The process shall provide the mechanics for error prevention staff to work from electronic systems that are used by employees to collect and assess information and to deliver services.
- FR2.1.2 The process must be designed with flexibility in adding or removing data collection elements to assure ease of maintenance over time as data needs change.
- FR2.2.1 The process shall evaluate and prioritize all paper-based activities for either retirement or automation based on business case
- FR2.2.10 The process shall provide an electronic method for VSSS to receive court orders from the court system.
- FR2.2.11 The process shall provide an integrated electronic link with CSA such that information is handled only once by any of several potential community partners
- FR2.2.12 The process shall provide an automated method in conjunction with CSA to complete CAFAS on-line and jointly share this information with CSA service delivery partners and VSSS staff
- FR2.2.12a The process must provide for a statewide financial management establishes “accounts” for consumers, providers, employees, programs, localities, and State operations to establish a single auditable source of enterprise-wide financial information
- FR2.2.1a The process shall include multi-media communication methods for communicating within VSSS at the local level, between localities and the State, between localities and consumers, within the State, between VSSS and community-based partners, between partners and consumers.

system that

		FR2.2.2	The process shall provide an automated method for contracting with providers, establish an account for the provider, establish sub-account for the consumer, and provide a mechanism for reporting services delivered against the provisions of the contract.
		FR2.2.3	The process shall provide an electronic facility for providers to post invoices and for VSSS to receive invoices and initiate EFT payments.
		FR2.2.4	The process shall provide a method for automated approval of payments.
		FR2.2.5	The process shall provide electronic record keeping for evidence, court reports and court orders.
		FR2.2.6	The assessment process shall include an electronic capability to document a safety plan.
		FR2.2.7	The process shall provide a method for capturing the consumer's electronic agreement to an initial or universal financial and services assessment plan whether the plan is prepared within a VSSS, community-partner location or in the field
		FR2.2.8	The process shall provide case worker notification for action at the appropriate point(s) in the case timeline based on pre-established policy standards
		FR2.2.9	The process shall provide an electronic method for identifying service delivery partners that contains information related to core competencies, whether or not a partnership agreement exists, location, staffing, licensing and certification, and any existing performance measures against benchmarks.
	F2.3	Provide better business analysis	
		FR2.2.12b	The process must provide for an electronic mechanism to amalgamate cost, performance and outcome information and to communicate the correlated information broadly across the enterprise to support business analysis and decision-making
		FR2.3.1	The process shall provide an automated method for tracking problem tickets, performing and documenting root cause analysis, and documenting immediate or planned future resolution of system problems in conjunction with the single-point-of-contact help desk.
reported,		FR2.3.1a	The process shall provide an automated method for inventorying problems
			resolutions to system problems, or problems identified for prioritization of on-going system enhancement; inventory must be published for real-time access and review across the enterprise
F3.0	Communicate and Cooperate		
	F3.1	Encourage professional respect among co-workers	



### *F4.0* Improve the Use of Technology

F3.2	Foster professional relationships through partnering	FR2.3.2	The process shall employ broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships
		FR3.2.1	The process must have the ability to electronically poll consumers at various points on the service delivery continuum to obtain responses about their consumer service experience. The system must have the ability to tabulate the responses on a periodic basis and communicate consumer's evaluation of quality and performance by locality, location and statewide.
		FR3.2.1a	The process shall utilize a single data gathering facility and assessment tool to refer consumers for community-based services
F3.3	Manage conflicts at all levels	FR3.3.1	The process must have the capability for electronic recording of consumer issues or complaints in the case record and have the ability for staff, managers, and compliance functions to use the electronic case record for carrying out their work with and response to the consumer.
		FR3.3.2	The process must have the capability for all staff or compliance activity official findings and documentation of resolutions to be recorded to the consumer's case record
F4.1	Automate existing paper-based processes		
		FR3.3.10	The business modeling laboratory shall provide CBT training and certification.
		FR3.3.11	The business modeling laboratory shall employ wireless and mobile technology.
		FR3.3.12	Changes to any existing systems shall be validated and certified for production migration via the user acceptance testing component of business modeling laboratory.
		FR3.3.3	Any system used in the To-Be model shall have the capability share data and functionality with the business model laboratory testing environment.
		FR3.3.4	The business modeling laboratory shall provide networked office automation capabilities in a collaborative work environment.
		FR3.3.4a	The Enterprise Change Management process shall provide collaborative work group automated tools.
		FR3.3.5	The business modeling laboratory shall include an automated tool with the capability to generate testing scenarios.

F4.2	Enable system-to-system communication	FR3.3.6	The business model laboratory shall provide an automated method for collecting, storing and analyzing the inputs to the modeling process which include the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management
		FR3.3.7	The business model laboratory shall provide an automated method for producing and communicating modeling test results.
		FR3.3.8	The business modeling laboratory shall provide validity tools and infrastructure to test the methodology and its reliability.
		FR3.3.9	The business modeling laboratory shall provide a medium for benchmarking desired performance measures for the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management
		FR4.1.1	The automated process shall reflect current policy and business rules; shall be modifiable to add or remove policy and business rules such that maintenance costs can be controlled and anticipated.
		FR4.1.1a	The process shall provide electronic data from error prevention for pro-active management of change in consumer services, case management practice, organizational structure, job classes and job specifications
		FR4.1.1b	The process shall provide for the ability to perform technology skill certification and to assess and report on skills demonstrated by an individual.
		FR4.1.2	The process shall provide mobile electronic employee and consumer authorization capability.
		FR4.2.1	The process shall provide automated assessment functionality to communicate across and between internal and external systems and populate information for the household to those systems, as well as receive status or tickler information from those systems.
		FR4.2.2	The process shall provide global sign-on capability that enables a user with permission to specific systems to access those systems for any role or function the individual is authorized to perform; capability from read only up to and including full system access and update.
		FR4.2.3	The assessment process shall provide links from all existing systems to end users such that automated tasks may be completed.
		FR4.2.4	The assessment process shall provide the following common functions needed across all programs and services:-communication-notices-referrals-case notes for documentation

		FR4.2.5	The assessment process shall summarize and provide cost information from OASIS, ADAPT, and LASER.
		FR4.2.6	The process shall enable automated communication of all information required by CSA's automated system for all data elements.
		FR4.3.1	The process shall include the ability to extract and report any functionally critical data stored in existing systems.
		FR4.3.2	The process shall include information dissemination capacity that allows access across the entire enterprise to the line level
		FR4.3.3	The process shall correlate information across services (financial, supportive, protective) to view information on a household or individual.
		FR4.3.4	The process shall provide an electronic case record that eliminates duplicative case counts by combining supportive, protective, and financial services for a single household.
		FR4.3.5	The process shall provide an electronic case record that tracks services (financial, supportive, protective) to funding streams for federal program reporting requirements thereby eliminating the need for random moment sampling.
		FR4.3.6	The process shall bridge existing systems to provide a single source of consolidated information about consumers "household(s) and individuals" in order to count people one time.
F4.4	Mechanize payments with controls and standards		
		FR4.4.1	The process shall provide for the ability to set security levels for payment authorization
		FR4.4.2	The process shall provide the ability to compare payment for services against services delivered against contract specifics to enable authorization.
		FR4.4.3	The process shall provide a database or clearinghouse support to collect and track grant sources and applications/proposals for grant funded dollars or other
		FR4.4.4	Services (financial, supportive, protective) program systems shall have the capability to report payment information to a financial management system.
		FR4.4.5	The financial management process shall provide remaining balance data for line item and/or grant funding to the financial, supportive, protective service personnel so that available funding levels may be verified prior to authorizing payments.
		FR4.4.6	The process shall provide a mechanized method to manage the on-going fiscal and maintenance responsibilities for the budget or grant.
F4.5	Provide Information Security		
		FR4.5.1	The assessment process shall provide field level security enabling financial services staff to retrieve specific information in OASIS.

F4.6	Produce required management information	FR4.5.2	The process shall provide adequate levels security for all electronic case records, which contain personal, medical, household and financial information.
		FR4.5.3	The process shall provide adequate security for staff and consumers when using electronic communication tools.
		FR4.5.4	The automated policy manual shall provide links to originating laws and rules governing confidentiality.
		FR4.5.4a	The process shall provide on-line guidelines on security related to both systems and physical security. Operational models that afford an adequate level of security without impeding organizational performance and customer service will be demonstrated
		FR4.5.4b	The business modeling laboratory shall provide automated security against unauthorized use.
		FR4.5.4c	The database and/or clearinghouse data for grant funding shall be readily available to all partnership development entities.
		FR4.5.5	The process shall provide automated controls to establish thresholds for levels of authority.
		FR4.6.1	The process shall provide access to automated performance management and budget planning information by individual state or local employee, by supervisor, by unit, by program, by division, by locality or for the state.
		FR4.6.1a	The process shall provide the ability to view performance management and budget planning information on line statewide, with information to be current on an weekly, monthly, and yearly basis.
		FR4.6.2	The process shall provide individual user sites or groups the capability to extract and report performance management and budget planning information in location-specific formats.
		FR4.6.3	The process shall provide end users the capability to construct report formats across multiple types of performance management and budget planning information.
		FR4.6.4	The process shall have the capability to analyze performance management and budget planning information currently collected, assess the gaps between the information collected and what is required, and generate the missing data without additional systems development.
		FR4.6.4a	The process shall provide electronic templates for unspecified grant application formats.
		FR4.6.5	The process shall provide the mechanism in existing systems to record compliance actions to the case record.
		FR4.6.5a	The process shall provide the mechanism for compliance requirements for employee

**F5.0** Achieve Full Accountability

**F5.2** Develop strategic and tactical business plans

- action on a case finding to trigger a notice or alert to the employee with the action required
  - FR4.6.6 The process shall report cost and performance management information from compliance actions in conjunction with other statistical information related to cases, consumers, and performance
  - FR4.6.7 The process shall provide the capability to calculate full cost of case life-cycle and for household life-cycle
  - FR4.6.7a A statewide financial management process shall produce reliable cost, performance, financial and statistical information.
  - FR4.6.8 The process shall provide additional or enhanced data feeds to and from partner systems where such feeds shall result in the ability to enhance enterprise performance
- FR5.2.1 The process shall provide automated project management capability to State and local Operations Management in carrying out timeline and work product based activities which indicate milestones and due dates.
- FR5.2.1a The process shall provide a web-based, shared communication medium for control and feedback.
- FR5.2.1b The control and feedback process shall be searchable and linked to on-line policies and procedures in an automated fashion.
- FR5.2.1c The control and feedback process shall be searchable and linked to system documentation in an automated fashion.
- FR5.2.2 The process shall provide automated management capability to State and local Committee members in tracking action plans, work group assignments, due dates, progress against goals and objectives
- FR5.2.3 The process shall provide automated management capability to VSSS Strategic Planning members in tracking progress against goals and objectives on an on-going basis
- FR5.2.4 The Enterprise Change Management process shall make available prerequisite systems information on performance, cost, financial or statistical information that provide a measure of change accomplishments.
- FR5.2.5 The Enterprise Change Management process shall provide broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships.

F5.4	Develop a business case for all expenditures	FR5.2.6	The Enterprise Change Management process shall provide Project Management Capability
		FR5.3.1	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between employees about performance and financial information
F5.5	Provide root cause analysis for all problems	FR5.5.1	The exit interview process shall be structured such that offers anonymity and is focused on specific elements of the work assignment and work methods, and automated such that it tracks the interviewee's responses.
		FR5.5.2	The process shall establish automated controls such as parameters for line level authorization of financial services, purchase of services, and payment for services without levels of review.
		FR5.5.3	All processes shall have field level auditability.
F5.6	Benchmark performance and cost	FR5.6.1	The process shall provide automated capability for benchmarking competencies, skills and compensation against pre-defined local, statewide and national job groups
F5.7	Provide auditable system records	FR5.7.1	The process shall provide a single automated financial system with line items that are common across the enterprise for all payable and receivables.
		FR5.7.2	The process shall provide on-line real-time case record access to federal reviewers.
		FR5.7.3	The grant application / proposal process as well as budget line items shall provide statistical and performance data.
		FR5.7.4	The process shall provide the ability to track whether the information is reported by the participants is in compliance with the provisions of the grant.
		FR5.7.5	The grant compliance process shall provide compliance reporting information for grant and partnership management.
		FR5.7.6	An automated controls and feedback process shall support audit procedures, reviews and audit findings
		FR5.7.7	The control and feedback process shall provide automated support for disaster recovery and business continuation plans and procedures.
F5.8	Develop operational standards	FR5.8.1	The process shall have a broad-based mechanized communication medium for self-

- service to promote free flow of information to and between employees about individual and organizational accountability for improving VSSS operations
- FR5.8.10 The statewide financial management process shall have the capability to document financial contract provisions and compare invoices to contracts for authorization of payment
- FR5.8.11 As part of the statewide financial management process, all current systems shall require cross-system communication capability, with a feedback loop in order to report invoicing (expenditures) and payments
- FR5.8.12 The general services process shall include an automated procurement methodology that provides for tracking and reporting, and additionally provides an interface with other VSSS local and vendors systems.
- FR5.8.2 The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between the Business Modeling Laboratory and line and management staff statewide
- FR5.8.3 The statewide financial management system shall employ and activity-based costing tool and methodology.
- FR5.8.4 The process shall provide for full electronic interchange of information between federal and state entities.
- FR5.8.5 The Budget Planning process shall include a statewide VSSS financial management system that communicates with the State's financial management system and local finance office management systems.
- FR5.8.6 The Budget Planning process shall provide automated capability for performance management information, performance standards, performance metrics, activity-based costing
- FR5.8.7 The Budget Planning process shall include automated budgeting and resource allocation capability that forecasts financial needs based on enterprise-wide strategic objectives.
- FR5.8.8 The Budget Planning process shall facilitate automated communication across VSSS multiple system platforms to effect statewide sharing of cost, performance, statistical and financial information.
- FR5.8.9 The statewide financial management process shall possess the following characteristics: Scalable and reliable? Transparent? Fault resilient (robust)? Web-based? Secure? Provide real-time data? Provide interim accounting records (back-up support)

## Section 4

### VSSS To-Be Requirements by IT Theme

<i>IT Theme</i>	<i>FR#</i>	<i>Functional Requirements</i>	<i>Core Function</i>	<i>Activity</i>	<i>Sub-activity</i>
<i>Agreement Development</i>	FR1.1.1	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure, State and local systems availability, business modeling tools, financial, cost and performance information, consumer and stakeholder survey information, community-based service delivery outcomes, pending federal and state policy shifts, pending federal and state policy changes.	Operational Management	Business Modeling Laboratory	
	FR1.2.1a	The process shall provide office automation for development of partnering agreements	Partnership Development	Partnership agreements and maintenance	
<i>Automated Survey</i>	FR1.1.1d	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including consumer and stakeholder survey information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
<i>Consolidate Data Entry and Storage</i>	FR1.3.5a1	The Enterprise Change Management process shall provide an automated method for surveying consumer and employee experience.	Strategic Planning	Enterprise Change Management	
	FR1.1.10	The process shall provide connectivity between internal and external systems where exchange of information between those systems is necessary and appropriate to the extent that duplicate manual entry across programs and services is eliminated.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
	FR1.1.1b	The process shall include a functionally integrated business	Operational	Business Modeling	Information production,



## To Be Findings

	modeling laboratory that extends across State and local operations, including business modeling tools.	Management	Laboratory	dissemination and sharing
FR1.1.20	The integrated assessment process shall according to integrated policy guidelines populate the appropriate program applications (systems), obtain verifications, and store common verification at a single source, without re-entry of data into any system.	Consumer Services	Assessment	
FR1.1.24	The process shall propagate single-entry consumer household data as well as initial assessment data to all systems that transact services (financial, supportive, protective).	Consumer Services	Consumer Services Coordination	
FR1.1.25.9	The single automated repository shall provide a single source for updating client records by VSSS and or community-based partners and/or adjust the financial and services plan for the household.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.29	The process shall provide an automated global data gathering capability and assessment tool that permits development of a universal financial and services plan by VSSS and/or community-based partners for a household (see FR1.1.34) irrespective of the bloodline relationships of the individuals	Consumer Services	Consumer Services Coordination	Financial Services
FR1.1.72	The process shall make available as provided by law and information security procedures consumer information to other community-based service providers to prevent duplication and overlap of services.	Consumer Services	Consumer Services Coordination	
FR1.7.7	The HR process shall communicate with the Statewide Financial Management System to establish payroll accounts for new hires without re-entry of data.	Operational Management	Business Modeling Laboratory	HR
FR1.7.8	The process shall ensure that maintenance of employee information related to revenue streams is only maintained in the HR system via job assignment and revenue stream codes and is communicated to the Statewide financial management system.	Operational Management	Business Modeling Laboratory	HR
FR1.9.6	The process shall provide a mechanism for dual management and maintenance of HR by the state and localities in a single repository	Operational Management	Business Modeling Laboratory	HR
FR1.9.9	The process shall provide a statewide HR database to provide a single repository for HR information maintenance, including reporting relationships and historical information by individual.	Operational Management	Business Modeling Laboratory	HR
FR2.2.11	The process shall provide an integrated electronic link with CSA such that information is handled only once by any of several potential community partners	Partnership Development	Community-based Strategic planning	
FR5.7.1	The process shall provide a single automated financial system with	Operational	Accounting	

*Consumer Access,  
Control, and  
Communication*

	line items that are common across the enterprise for all payable and receivables.	Management	Management	
FR1.1.17	The process shall provide 24x7 self-service access to consumer household specifics.	Consumer Services	Assessment	
FR1.1.17a	The process shall provide within the self-service access capability a means for the consumer to communicate with the appropriate member(s) of the assigned Consumer Services Coordination team.	Consumer Services	Consumer Services Coordination	
FR1.1.22	The process shall provide the ability to finalize and act immediately on consumer requests via electronic means to capture the required electronic signature according to policy.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.30a	The assessment process shall allow the consumer to limit collection of information that is not prescribed by policy for delivery of services (financial, supportive, protective)	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.30b	The process shall have the capability to utilize information gathered from the consumer or other sources that is used to determine the appropriate level of services and generate referrals, but not store and hold specific information components in the shared system; the consumer service history of actions must indicate this action to gather and delete specific information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.30c	The process shall provide the capability for capturing electronically release of information authorization from the consumer, specific to the services and providers accepted by the consumer.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.32	The process shall provide 24x7 access by consumers to their own electronic case records in either automated or printed media.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.1	The process shall provide all assessment functions available to consumer in an automated fashion.	Consumer Services	Assessment	
FR1.2.2	The process shall permit the consumer to electronically self-certify without physical signature on paper.	Consumer Services	Assessment	
FR1.2.3	The process shall automate consumer account creation in such manner as to permit consumer to self-serve initially, perform re-	Consumer Services	Assessment	

## To Be Findings

	assessment, report changes, and/or provide new verifications.			
FR1.2.5	The process shall cloak all case information that by law cannot be made available to the consumer.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.3.1	The process shall provide field-level access and field-level security to consumer data in all consumer-based systems, including the global data gathering facility.	Consumer Services	Consumer Services Coordination	
FR1.3.2	The process shall inhibit or authorize case record information sharing at the discretion of the consumer.	Consumer Services	Consumer Services Coordination	
FR1.5.1	The process shall utilize a self-service assessment tool in the language of the consumer for those groups that exceed a percentage standard as determined by policy (for instance, for the caseload or for the local population).	Consumer Services	Assessment	
FR1.6.7	The process shall provide self-service case record inquiry for use by client which includes status and consumer history.	Consumer Services	Assessment	
FR1.6.8	The process shall provide authentication capability for access.	Consumer Services	Assessment	
FR3.2.1	The process must have the ability to electronically poll consumers at various points on the service delivery continuum to obtain responses about their consumer service experience. The system must have the ability to tabulate the responses on a periodic basis and communicate consumer's evaluation of quality and performance by locality, location and statewide.	Consumer Services	Assessment	
FR3.3.1	The process must have the capability for electronic recording of consumer issues or complaints in the case record and have the ability for staff, managers, and compliance functions to use the electronic case record for carrying out their work with and response to the consumer.	Consumer Services	Consumer Services Coordination	
FR5.3.1	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between employees about performance and financial information	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.5.1	The exit interview process shall be structured such that offers anonymity and is focused on specific elements of the work assignment and work methods, and automated such that it tracks the interviewee's responses.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
<i>Data Accessibility</i>				
FR1.1.25	The process shall provide a single repository for consumer, VSSS,	Consumer Services	Assessment	

	and community-based personnel information that is accessible to all users with a need to know.			
FR1.1.25.1	The single automated repository shall provide the capability for VSSS or community-based partners to complete an initial financial and services assessment for a household	Consumer Services	Assessment	
FR1.1.25.2	The single automated repository shall provide the capability to research external systems for verification, match information, and populate required verification specifics, and track and report on missing verifications.	Consumer Services	Assessment	
FR1.1.25.5b	The assessment process shall include the capability for all team members to communicate with each other in a variety of media to include the following: Mobile equipment and accessibility ? Universal calendaring? Internal and external electronic file sharing with appropriate security and administration capabilities	Consumer Services	Consumer Services Coordination	
FR1.1.25.5c	The assessment process shall include web-based interface capability to share information between VSSS systems, other agencies, and partners.	Consumer Services	Consumer Services Coordination	
FR1.2.1d	The process shall provide networked office automation to include but not be limited to: word processing-spreadsheet-calendaring-email-on-line chat-instant messaging-web conferencing	Partnership Development	Community-based Strategic planning	
FR3.3.4a	The Enterprise Change Management process shall provide collaborative work group automated tools.	Strategic Planning	Enterprise Change Management	
FR4.5.4c	The database and/or clearinghouse data for grant funding shall be readily available to all partnership development entities.	Partnership Development	Leveraging Resources and Grant Funding	
FR1.1.13	The process shall provide automated extract and storage of information without human intervention from the following external systems: SSA, DMV, VEC, SVES, Health Department, Bur of Vital Stats, Court, The Work Number, DCSE, DOLPHIN, Criminal History, School enrollment and attendance, property records.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.14	The process shall have the capability to perform data gathering for all basic consumer household information, globally, to support Consumer Services Coordination teams and community partners; and, deliver an automated initial assessment for services (financial, supportive, protective) for all potential VSSS services and community-based partners across all programs.	Consumer Services	Assessment	

*Data gathering and Transfer*

## To Be Findings

FR1.1.1g	The process shall include data availability and portability from state and local production systems to the functionally integrated business modeling laboratory.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.1h	The process shall provide for data modified in the business modeling laboratory to be available and portable to the VSSS production environment such that only one-time entry of data modifications are necessary.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.1i	The process shall validate data modified in the business modeling laboratory prior to updating the VSSS production environment according to the data validation specifications for that environment.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.24a	The process shall have the capability of publishing consumer and initial assessment data to defined systems, and the ability to notify defined systems of availability of changed data, or if a system can not be automatically updated to have the ability to authorize acceptance of the available data without re-entry	Consumer Services	Consumer Services Coordination	
FR1.1.26	The process shall provide automated capability to view, accept, and store information from other systems one time from a single source and shall have the ability to communicate the researched data to systems as predefined	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.28	The automated global data gathering capability and assessment tool shall include the following:1. Financial and non-financial household data prescribed as mandatory by policy2. Non-mandatory data as permitted by the consumer 3. Comprehensive household-based initial needs assessment for the household irrespective of the bloodline relationships of the individuals4. Risk assessment	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.29c	The process shall provide the capability for the global data gathering facility and assessment tool to generate and print referrals at the initial assessment to community-based providers and to VSSS staff and again at the universal financial and services assessment to other providers-services as defined by the universal financial and services plan.	Consumer Services	Consumer Services Coordination	
FR1.1.29d	Verifications required by the global data gathering facility are limited to those specified by policy-based rules as applied to consumer household conditions	Consumer Services	Consumer Services Coordination	
FR1.1.5a	The policy development process (which includes a single data collection tool, assessment tool, and/or systems providing the electronic case record for all disciplines) shall operate as rule-based process.	Operational Management	Business Modeling Laboratory	Policy Development
FR1.1.5b	The single data collection tool, assessment tool, and/or systems	Operational	Business Modeling	Policy Development

	providing the electronic case record shall reflect policy changes via automated interaction using the rules-based process.	Management	Laboratory	
FR1.1.63	The information gathered in the assessment process shall be communicated based on consumer choice to the appropriate services (financial, supportive, protective)	Consumer Services	Consumer Services Coordination	
FR1.1.70	The process shall provide for automated one-time collection of appropriate consumer / household information at the point of first contact and throughout the history of the case.	Partnership Development	Community Needs Assessment	
FR1.1.74	The process shall provide tracking and cross-reference capability among individuals in a household against other households and cases.	Partnership Development	Community Needs Assessment	
FR1.1.75	The process shall exchange information with other defined systems that are designed to deliver services (financial, supportive, protective) or track consumer information (such as a regional or national data exchange)	Strategic Planning	Controls and Feedback	
FR1.2.10	The process shall make household assessment information collected one time available for immediate disposition of services (financial, supportive, protective) to meet the identified need.	Consumer Services	Consumer Services Coordination	
FR1.2.6	The process shall provide automated communication with multiple case-based systems for assessment data, external systems that provide data to VSSS, as well as external systems that provide partner services.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.9	The process shall provide statistical and operational data to community-based partner services.	Partnership Development	Community Needs Assessment	
FR1.2.9b	The process shall provide an automated medium for communicating the needs assessment findings.	Partnership Development	Community Needs Assessment	
FR1.4.10	The process shall support staff in differentiating between urgent and longer range service requirements via single data gathering and universal financial services assessment mechanism.	Consumer Services	Assessment	
FR1.4.12b	The process must be supported by a data gathering and assessment capability that can be easily modified on the basis of any of several factors, such as changing policy, changing technology, changing strategic needs in community-based services.	Consumer Services	Consumer Services Coordination	
FR1.7.10	The process shall provide a mechanism to communicate state employee information from the VSSS HR system directly to the State's HR system without re-entry of data.	Operational Management	Business Modeling Laboratory	HR
FR1.7.12	The HR process shall track leave, pay, and retirement data as well as provide an interface between existing state and local payroll systems	Operational Management	Business Modeling Laboratory	HR

## To Be Findings

FR1.7.9	The HR process shall include expense reimbursement capability such that it can be communicated to the financial management system for accounting purposes.	Operational Management	Business Modeling Laboratory	HR
FR2.2.1	The process shall evaluate and prioritize all paper-based activities for either retirement or automation based on business case	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.10	The process shall provide an electronic method for VSSS to receive court orders from the court system.	Partnership Development	Community-based Strategic planning	
FR2.2.12	The process shall provide an automated method in conjunction with CSA to complete CAFAS on-line and jointly share this information with CSA service delivery partners and VSSS staff	Partnership Development	Community-based Strategic planning	
FR2.2.12b	The process must provide for an electronic mechanism to amalgamate cost, performance and outcome information and to communicate the correlated information broadly across the enterprise to support business analysis and decision-making	Operational Management	Accounting Management	
FR3.2.1a	The process shall utilize a single data gathering facility and assessment tool to refer consumers for community-based services	Consumer Services	Assessment	
FR3.3.3	Any system used in the To-Be model shall have the capability share data and functionality with the business model laboratory testing environment.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.5	The business modeling laboratory shall include an automated tool with the capability to generate testing scenarios.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.6	The business model laboratory shall provide an automated method for collecting, storing and analyzing the inputs to the modeling process which include the following factors:-Policy Development -Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.7	The business model laboratory shall provide an automated method for producing and communicating modeling test results.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.8	The business modeling laboratory shall provide validity tools and infrastructure to test the methodology and its reliability.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

## To Be Findings

				sharing
FR4.1.1a	The process shall provide electronic data from error prevention for pro-active management of change in consumer services, case management practice, organizational structure, job classes and job specifications	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.2.1	The process shall provide automated assessment functionality to communicate across and between internal and external systems and populate information for the household to those systems, as well as receive status or tickler information from those systems.	Consumer Services	Assessment	
FR4.2.3	The assessment process shall provide links from all existing systems to end users such that automated tasks may be completed.	Consumer Services	Assessment	
FR4.2.6	The process shall enable automated communication of all information required by CSA's automated system for all data elements.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.1	The process shall include the ability to extract and report any functionally critical data stored in existing systems.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.2	The process shall include information dissemination capacity that allows access across the entire enterprise to the line level	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.3	The process shall correlate information across services (financial, supportive, protective) to view information on a household or individual.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.6.4a	The process shall provide electronic templates for unspecified grant application formats.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.6.8	The process shall provide additional or enhanced data feeds to and from partner systems where such feeds shall result in the ability to enhance enterprise performance	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.8.12	The general services process shall include an automated procurement methodology that provides for tracking and reporting, and additionally provides an interface with other VSSS local and vendors systems.	Operational Management	General Services	
FR5.8.4	The process shall provide for full electronic interchange of	Strategic Planning	Controls and Feedback	



*Data Optionality and Retention*

FR5.8.5	information between federal and state entities. The Budget Planning process shall include a statewide VSSS financial management system that communicates with the State's financial management system and local finance office management systems.	Strategic Planning	Budget Planning	
FR1.1.33	The process shall clearly define what information is required vs. optional, and how long it is to be retained.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

*Disaster Recovery and Business*

FR5.7.7	The control and feedback process shall provide automated support for disaster recovery and business continuation plans and procedures.	Strategic Planning	Controls and Feedback	
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*Electronic Case Notes*

FR1.1.22a	The process shall allow for the electronic documentation of case notes in a manner that provides access to those notes to any authorized internal or external partner.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.6.3a	The process shall provide a mechanism for electronic recordation of case notes or case documentation with the ability to see an index of such documented case events - notices, referrals, case notes, case actions, consumer actions, due dates.	Consumer Services	Assessment	

*Electronic Case Record*

FR1.1.23	The Business Modeling Laboratory process shall have the capability to produce search information from internal and external systems within established performance standards.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.23a	The process shall generate automated due dates for gathering consumer information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.3	The single automated repository shall provide the capability to create	Consumer Services	Assessment	

	or modify a Consumer Services Coordination universal financial and service assessment for a household.			
FR1.1.25.3a	With regard to the verification of consumer information, the single automated repository shall provide to the user the acceptable data entry options by data type	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.4	The single automated repository shall communicate universally with internal VSSS systems to create and update consumer records within defined parameters	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.26a	The assessment process shall include a web-based, integrated point of data collection for all case information to include the following: Electronic assessment capability along with automated paperless work methods? Electronic Case Files? Ability to generate paper notices for consumer information in their language	Consumer Services	Consumer Services Coordination	
FR1.1.34	The process shall provide an automated, Consumer Services Coordination universal financial and services assessment for a household.	Consumer Services	Consumer Services Coordination	
FR1.1.34a	The process shall have a Consumer Services Coordination universal financial and services assessment for a household that is highly structured and rule-based to gather information based on evidence of specific characteristics in the household, and analyzing and supported analysis judgments by the individual conducting the assessment and developing the plan.	Consumer Services	Consumer Services Coordination	
FR1.1.36	The process shall provide automated referrals for VSSS and community-based services.	Consumer Services	Consumer Services Coordination	
FR1.1.50	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to service delivery location, the consumer's situation, and the provider's and staff core competencies.	Consumer Services	Assessment	
FR1.1.51	The assessment process shall accept a policy-based rule set and provide dynamic status update as policy changes are made.	Consumer Services	Assessment	
FR1.1.60	The process shall, at the point an emergency situation is identified by the consumer or revealed through questioning by the employee, allow abandonment of the full initial assessment and produce referrals to the appropriate staff with the appropriate competencies to respond to the emergency.	Consumer Services	Assessment	
FR1.1.61	The process shall set an alert for follow-up on the contact for services upon delivery of the emergency or stabilization service to identify if a full initial assessment is required for other supportive	Consumer Services	Assessment	

	services for the household			
FR1.1.62	The assessment process shall provide trial eligibility for financial services and/or make determination that other referral resources are to be identified.	Consumer Services	Assessment	
FR1.1.65	The process shall have interface capability to existing systems to produce alerts for re-assessment.	Consumer Services	Assessment	
FR1.1.66	The process shall have the ability to accept and track incoming data, verifications, referrals, alerts, and actions to contribute to an electronic record.	Consumer Services	Assessment	
FR1.1.73	Upon adding or deleting a household member, or by updating any of the household financial or non-financial information the process shall trigger an alert to all members of the Consumer Services Coordination team to re-assess services (financial, supportive, protective) for VSSS and community-based services	Consumer Services	Assessment	
FR1.2.12	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to location, situation, and competencies.	Consumer Services	Assessment	
FR1.3.5e	The process shall provide for automated storage of partner outreach attendees with updatable fields on attendance, interest, commitment, potential services, levels of capability, contacts, assigned responsibilities.	Partnership Development	Community Education and Partnership Outreach	
FR1.6.2	Once selected, notice provided to consumer along with its reasons shall become part of permanent consumer documentation and shall be accessible to both consumer and assigned staff.	Consumer Services	Consumer Services Coordination	
FR2.1.1	The process shall provide the mechanics for error prevention staff to work from electronic systems that are used by employees to collect and assess information and to deliver services.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.1.2	The process must be designed with flexibility in adding or removing data collection elements to assure ease of maintenance over time as data needs change.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.5	The process shall provide electronic record keeping for evidence, court reports and court orders.	Partnership Development	Consumer Services Coordination	
FR2.2.6	The assessment process shall include an electronic capability to document a safety plan.	Consumer Services	Assessment	
FR2.2.7	The process shall provide a method for capturing the consumer's electronic agreement to an initial or universal financial and services assessment plan whether the plan is prepared within a VSSS,	Consumer Services	Consumer Services Coordination	

## To Be Findings

### Employee Identification and Classification

	community-partner location or in the field			
FR3.3.2	The process must have the capability for all staff or compliance activity official findings and documentation of resolutions to be recorded to the consumer's case record	Consumer Services	Consumer Services Coordination	
FR4.1.1	The automated process shall reflect current policy and business rules; shall be modifiable to add or remove policy and business rules such that maintenance costs can be controlled and anticipated.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.4	The process shall provide an electronic case record that eliminates duplicative case counts by combining supportive, protective, and financial services for a single household.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.5	The process shall provide an electronic case record that tracks services (financial, supportive, protective) to funding streams for federal program reporting requirements thereby eliminating the need for random moment sampling.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.6	The process shall bridge existing systems to provide a single source of consolidated information about consumers "household(s) and individuals" in order to count people one time.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.6.5	The process shall provide the mechanism in existing systems to record compliance actions to the case record.	Consumer Services	Consumer Services Coordination	
FR1.6.5b	The HR process shall provide the capability to automatically generate the appropriate identification badges for employee use, identifying the locality of employment from a single statewide system	Operational Management	Business Modeling Laboratory	HR
FR1.7.1	The process shall provide web-based capability to complete and file applications for employment on-line, with ability to submit a resume in a prescribed format, and assignment of an account with PIN for the job candidate to do their own follow-up or update the resume as needed.	Operational Management	Business Modeling Laboratory	HR
FR1.7.2	The process shall provide a web-based approach to communicating the recruitment pool and their skills, background, career objectives, availability, contact information	Operational Management	Business Modeling Laboratory	HR
FR1.7.3	An automated Universal HR employee process shall track staff by locality and position, job assignments, supervisors, units, divisions,	Operational Management	Business Modeling Laboratory	HR

competencies and skills, leave, pay, retirement tracking, leave tracking, as well as a bank of special skills that are available to the enterprise.

FR1.9.8	The process shall identify specialized skills and certification such as language, grant writing, public speaking, and/or systems, viewable in a state-wide inventory.	Operational Management	Business Modeling Laboratory	HR
FR4.1.1b	The process shall provide for the ability to perform technology skill certification and to assess and report on skills demonstrated by an individual.	Operational Management	Business Modeling Laboratory	HR

### *Employee Satisfaction*

FR1.4.7	The process shall provide an automated method for recording reasons for resignation during exit interviews.	Operational Management	Business Modeling Laboratory	HR
FR1.4.8	The process shall provide an automated method for generating trends and baselines used to correct an issue based on cost analysis of loss of skills.	Operational Management	Business Modeling Laboratory	HR
FR1.9.1	The process shall permit automated employee inquiry to individual personnel records	Operational Management	Business Modeling Laboratory	HR
FR1.9.3	The process shall provide automated leave and retirement data as well as leave calculations.	Operational Management	Business Modeling Laboratory	HR
FR1.9.4	The process shall provide automated calculations on sell back time and unused leave time	Operational Management	Business Modeling Laboratory	HR

### *Financial Forecasting*

FR5.8.7	The Budget Planning process shall include automated budgeting and resource allocation capability that forecasts financial needs based on enterprise-wide strategic objectives.	Strategic Planning	Budget Planning	
FR5.8.8	The Budget Planning process shall facilitate automated communication across VSSS multiple system platforms to effect statewide sharing of cost, performance, statistical and financial information.	Strategic Planning	Budget Planning	

### *Funding Traceability*

FR1.1.39a	The process shall provide automated traceability from workload and work activities back to funding streams.	Operational Management	Accounting Management	
FR1.2.7	The process shall track workload and work activities to funding streams (see FR1.1.39a)	Operational Management	Accounting Management	
FR4.4.3	The process shall provide a database or clearinghouse support to	Partnership	Leveraging Resources	

	collect and track grant sources and applications/proposals for grant funded dollars or other resources.	Development	and Grant Funding	
FR4.4.4	Services (financial, supportive, protective) program systems shall have the capability to report payment information to a financial management system.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.4.5	The financial management process shall provide remaining balance data for line item and/or grant funding to the financial, supportive, protective service personnel so that available funding levels may be verified prior to authorizing payments.	Partnership Development	Leveraging Resources and Grant Funding	
<i>Help Desk</i>				
FR1.1.19	The process shall provide centralized help desk and reception of request for help such that user has a single point of contact for all system issues.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.3.1	The process shall provide an automated method for tracking problem tickets, performing and documenting root cause analysis, and documenting immediate or planned future resolution of system problems in conjunction with the single-point-of-contact help desk.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.3.1a	The process shall provide an automated method for inventorying problems reported, resolutions to system problems, or problems identified for prioritization of on-going system enhancement; inventory must be published for real-time access and review across the enterprise	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
<i>I&amp;R Database</i>				
FR1.1.40	The process shall provide an inventory in the statewide I & R database	Consumer Services	Assessment	
FR1.1.41	The process shall ensure that community-based services will be inventoried for a given community in an automated fashion - along with the services that each provides.	Consumer Services	Assessment	
FR1.1.42	The process shall utilize the State I & R database as a foundation for adding local community resources, which shall be accessible by the assessment facility as well as the on-going case managers.	Consumer Services	Assessment	
FR1.1.43	The process shall maintain State I & R database in a current state as changes in providers occur.	Consumer Services	Assessment	
FR1.1.44	The automated I & R process shall permit open access with input capability at the local level and by providers to maintain currency, including but not limited to the following: o Licensing	Partnership Development	Resource Identification and development	

- o Certifications
- o services provided
- o rates
- o results
- o ratings of quality/success
- o historical detail (length of time in business, etc., number of completed referrals, follow-up)
- o core competencies
- o staff competencies
- o complaints
- o availability

FR1.1.45	The automated I&R process shall provide the ability to sort and report information by locality, by location, by type of service and competencies, and by availability.	Partnership Development	Resource Identification and development	
FR1.1.46	The I&R database shall be available in inquiry mode to state and local law makers.	Partnership Development	Resource Identification and development	
FR1.1.47	The process shall have the ability to automatically generate and receive status information to I & R facility on partnership status and performance.	Partnership Development	Resource Identification and development	
FR1.1.48	The process shall provide a decision-making database for detailed resource data by locality, by the State.	Partnership Development	Resource Identification and development	
FR1.1.49	Database of resources once a resource is validated is communicated directly to the I & R facility	Partnership Development	Resource Identification and development	
FR1.1.49a	Access to the I & R facility shall be available from the initial assessment tool, through Oasis, through Adapt, through SPIDeR, through the web for consumers or stakeholders.	Partnership Development	Resource Identification and development	
FR1.1.49b	The assessment process shall include a community-based services Information and Resource Data Base.	Consumer Services	Consumer Services Coordination	
FR1.1.11	The process shall provide sufficient mobile connectivity between workers in all programs and automated systems such that the work is not location dependent	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.15	The process shall provide mobile capability for performing automated global initial assessment at non-VSSS locations.	Consumer Services	Assessment	
FR1.1.15a	The process shall provide mobile capability for gathering household consumer data to any partner provider.	Consumer Services	Assessment	

### Mobile Connectivity

## To Be Findings

### Performance Measurement

FR3.3.11	The business modeling laboratory shall employ wireless and mobile technology.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.1.2	The process shall provide mobile electronic employee and consumer authorization capability.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.15b	The process shall have the capability to track utilization of systems, and report on performance in use of systems to complete work using consumer services elements of systems.	Consumer Services	Assessment	
FR1.1.18	The process shall provide a method to measure workload components as well as baseline current work activities.	Operational Management	Business Modeling Laboratory	HR
FR1.1.1c	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including financial, cost and performance information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.10	The single automated repository shall track and report on pre-defined performance metrics for service delivery across consumer service tiers, by financial, protective, and/or supportive service, by individual, by unit, by division, by locality, by state .	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.10 a	The single automated repository shall have the ability to accept changed performance standards/measures and adapt its tracking and reporting capability on performance metrics to the new standards/measures	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.1b	The process shall provide office automation for development of partnering performance metrics, analyses, and reporting.	Partnership Development	Partnership agreements and maintenance	
FR1.2.5a	The process will have the capability in its HR system components to perform automated performance measurements against performance standards for individuals, work groups, supervisors, local managers, localities, state staff, including individuals, work groups, supervisors, division managers, and the state office as a whole.	Operational Management	Business Modeling Laboratory	HR
FR1.2.5b	The process will have the capability in its HR system components to perform automated performance evaluations that are specific to the job assignment (not job classification) and be able to track changes in evaluated performance over time; and, to track progress against	Operational Management	Business Modeling Laboratory	HR



	action plans for growth, development, improvement			
FR1.2.9a	The process shall provide an automated medium for benchmarking partner service delivery	Partnership Development	Community Needs Assessment	
FR1.2.9c	The process shall provide validity tools and infrastructure to test the partner's needs assessment methodology and its reliability.	Partnership Development	Community Needs Assessment	
FR1.4.1	The process shall provide an automated method for communicating performance targets, tracking performance against those targets, and identifying gaps across a broad spectrum of indicators, including funding.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.12c	The process must be supported by the capability to measure services delivered against defined performance standards, and to identify delays in service beyond allowed thresholds, quantifying on the basis of experience the overall cost to the community at large for the delay in service	Consumer Services	Consumer Services Coordination	
FR1.4.1a	Performance targets and performance data shall be readily available statewide to individuals, supervisors, local managers and directors and for State supervision.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.2	The performance measurement process shall provide on-line statistical reporting across programs, services, functions, and time.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.3	Legislature shall have access to performance information, cost information, cost/benefit analysis and business case analysis related to decision-making for program adjustments or systems	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.4	The process shall provide on-line metrics and planning information for localities and community partners.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.5	The process shall provide a single automated source for performance and cost information that factually reflects enterprise wide performance and cost.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.6	Data gathering and automated performance measuring process shall begin at the point of first contact with the consumer. (See FR1.4.9)	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.9	The process shall provide and automated method for gathering performance and service delivery data at the point of first contact on forward and provide routine reports on responsiveness against pre-defined and changeable performance targets.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.7.5	The universal HR process shall include performance management capability, with on-line evaluations, an on-line scorecard that exhibits performance standards for the job assignment vs. performance metrics	Operational Management	Business Modeling Laboratory	HR

## To Be Findings

FR1.9.2	The process shall provide electronic performance management capability specific to the assigned job	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR3.3.12	Changes to any existing systems shall be validated and certified for production migration via the user acceptance testing component of business modeling laboratory.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR3.3.9	The business modeling laboratory shall provide a medium for benchmarking desired performance measures for the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development-General Services (peripheral hardware and equipment)-Accounting Management	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR4.6.1	The process shall provide access to automated performance management and budget planning information by individual state or local employee, by supervisor, by unit, by program, by division, by locality or for the state.	Strategic Planning	Budget Planning	
FR4.6.1a	The process shall provide the ability to view performance management and budget planning information on line statewide, with information to be current on an weekly, monthly, and yearly basis.	Strategic Planning	Budget Planning	
FR5.2.4	The Enterprise Change Management process shall make available prerequisite systems information on performance, cost, financial or statistical information that provide a measure of change accomplishments.	Strategic Planning	Enterprise Change Management	
FR5.6.1	The process shall provide automated capability for benchmarking competencies, skills and compensation against pre-defined local, statewide and national job groups	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR5.7.3	The grant application / proposal process as well as budget line items shall provide statistical and performance data.	Partnership Development	Leveraging Resources and Grant Funding	
FR5.8.6	The Budget Planning process shall provide automated capability for performance management information, performance standards, performance metrics, activity-based costing	Strategic Planning	Budget Planning	
FR1.1.1a	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure.	Operational Management	Business Modeling Laboratory	Policy Development
FR1.1.1f	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations,	Operational Management	Business Modeling Laboratory	Policy Development

*Policy Manual  
Automation*

	which includes automated pending federal and state policy shifts as well as pending federal and state policy changes.			
FR1.1.2	The process shall provide for real-time entry and update of the single, integrated on-line Policy manual.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.27	The process shall provide an automated, integrated, real-time searchable policy manual for all programs including financial, protective and supportive services for households (this includes for individuals, children, families, and adults).	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.29a	The process shall have capability for an end user to toggle to and to view applicable policy from any rule-based point in the global data gathering facility and from any rule-based or policy-based point in any legacy system	Consumer Services	Consumer Services Coordination	
FR1.1.29b	The process shall have the capability for displaying on-line practicum (best practices work behaviors and procedures) side by side with applicable policy, but not integrated within policy.	Consumer Services	Consumer Services Coordination	
FR1.1.29e	Applicable policy links shall be available from any data element or from any screen or page	Consumer Services	Consumer Services Coordination	
FR1.1.3	The process shall provide automated links between policy manual and notices of policy change and or clarification, and links between policy manual and state/federal law.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.31	The process shall provide universal on-line policy access to the general public, inclusive of consumers and community-based providers	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.4	The process shall provide automated inquiry postings and responses for policy clarification viewable by all with a need to know with links between the response and policy.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.5	The process shall provide automated traceability between policy manual updates and policy change notification and/or policy clarification responses.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.6	The process shall have the capability to synchronize policy updates and system updates with releases of policy and systems simultaneously.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.7	The process shall notify all impacted users of policy update upon	Operational	Business Modeling	Information production,

	sign-on.	Management	Laboratory	dissemination and sharing
FR4.5.4	The automated policy manual shall provide links to originating laws and rules governing confidentiality.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
<i>Presentation</i>				
FR1.1.15a1	The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.	Consumer Services	Assessment	
FR1.1.15a2	The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.	Consumer Services	Assessment	
FR1.1.16	The process shall provide printed materials for delivery to consumer with consistent look and feel across all programs and localities; capability must exist to provide personalized detail on missing verification information, copies of referrals to other services, contact name for VSSS and other services, addresses of other services, calendar indicating appointment dates and times, who the appointment is with, maps, vouchers to purchase goods and/or services, at a minimum.	Consumer Services	Assessment	
FR1.1.2a	The process shall provide all printed and displayed text required for review and/or signature by the consumer in the language of the consumer.	Consumer Services	Assessment	
FR1.1.35	The process shall provide for automated collection of verifications and advise consumers of missing information in multiple formats (on-line, paper, voice)	Consumer Services	Assessment	
FR1.4.12a	The process shall provide consumer education capability in multiple media that informs as to VSSS philosophy for responsive service delivery and informs the consumer what they can do to participate in and benefit from an excellent level of service.	Consumer Services	Consumer Services Coordination	
FR5.2.5	The Enterprise Change Management process shall provide broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships.	Strategic Planning	Enterprise Change Management	

### *Project Management*

## To Be Findings

### *Provider Access, Control, and Communication*

FR5.2.1	The process shall provide automated project management capability to State and local Operations Management in carrying out timeline and work product based activities which indicate milestones and due dates.	Operational Management	Business Modeling Laboratory	Project Planning and Management
FR5.2.2	The process shall provide automated management capability to State and local Committee members in tracking action plans, work group assignments, due dates, progress against goals and objectives	Operational Management	Business Modeling Laboratory	Project Planning and Management
FR5.2.3	The process shall provide automated management capability to VSSS Strategic Planning members in tracking progress against goals and objectives on an on-going basis	Operational Management	Business Modeling Laboratory	Project Planning and Management
FR5.2.6	The Enterprise Change Management process shall provide Project Management Capability	Strategic Planning	Enterprise Change Management	
FR1.1.21	The process shall provide on-line access to internal and external systems for search data with real time access to data that is as current as provider has available.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.30	The process shall provide universal Consumer Services Coordination access for staff and community-based providers to consumer data as permitted by consumer authorization and/or by law and policy.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.71	The process shall provide pooled data for use by service providers and to track the status and complete history of the consumer.	Partnership Development	Community Needs Assessment	
FR1.3.5	The process shall provide a web-based method for communicating and reinforcing holistic service philosophy to a target audience consisting of the community, service partners, state and local entities.	Partnership Development	Community Education and Partnership Outreach	
FR1.3.5f	The process shall provide automated communication of partner outreach and education results and best practices.	Partnership Development	Community Education and Partnership Outreach	
FR1.6.1	The process shall provide an automated, selectable list of notice reasons written at no higher than the 6th grade level.	Consumer Services	Consumer Services Coordination	
FR1.6.1a	The process shall organize and group like reasons under a single heading (i.e., Financial or Household Composition) and produce a single notice for all actions taken even if more than one page.	Consumer Services	Consumer Services Coordination	

FR1.6.3	The process shall provide an information packet containing service plans, referrals, contact name, travel instructions, maps, case and assessment specifics as well as instructions on self-service and review.	Consumer Services	Assessment	
FR1.6.5	The process shall provide automated tool for use by outreach partners to initiate the assessment process.	Consumer Services	Assessment	
FR1.6.5a	The process shall provide the ability for a community-based partner to initiate the assessment and generate a referral for VSSS response.	Consumer Services	Assessment	
FR1.6.5a1	The process shall be sufficiently secure to protect consumer privacy, yet provide the information needed for service delivery across partners, based on levels of pre-established security.	Consumer Services	Assessment	
FR1.6.6	The process shall provide automated tool for use by advocacy groups to initiate the assessment process.	Consumer Services	Assessment	
FR2.2.1a	The process shall include multi-media communication methods for communicating within VSSS at the local level, between localities and the State, between localities and consumers, within the State, between VSSS and community-based partners, between partners and consumers.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.2	The process shall provide an automated method for contracting with providers, establish an account for the provider, establish sub-account for the consumer, and provide a mechanism for reporting services delivered against the provisions of the contract.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.8	The process shall provide case worker notification for action at the appropriate point(s) in the case timeline based on pre-established policy standards	Consumer Services	Consumer Services Coordination	
FR2.2.9	The process shall provide an electronic method for identifying service delivery partners that contains information related to core competencies, whether or not a partnership agreement exists, location, staffing, licensing and certification, and any existing performance measures against benchmarks.	Partnership Development	Community Needs Assessment	
FR2.3.2	The process shall employ broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.2.2	The process shall provide global sign-on capability that enables a user with permission to specific systems to access those systems for any role or function the individual is authorized to perform; capability from read only up to and including full system access and update.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

## To Be Findings

### Security, Auditability, and Authorization

FR4.2.4	The assessment process shall provide the following common functions needed across all programs and services:- communication-notices-referrals-case notes for documentation	Consumer Services	Assessment	
FR4.6.5a	The process shall provide the mechanism for compliance requirements for employee action on a case finding to trigger a notice or alert to the employee with the action required	Consumer Services	Consumer Services Coordination	
FR5.2.1a	The process shall provide a web-based, shared communication medium for control and feedback.	Strategic Planning	Controls and Feedback	
FR5.2.1b	The control and feedback process shall be searchable and linked to on-line policies and procedures in an automated fashion.	Strategic Planning	Controls and Feedback	
FR5.2.1c	The control and feedback process shall be searchable and linked to system documentation in an automated fashion.	Strategic Planning	Controls and Feedback	
FR5.8.1	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between employees about individual and organizational accountability for improving VSSS operations	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.8.2	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between the Business Modeling Laboratory and line and management staff statewide	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.64	The process shall provide EBT or EFT for any and all types of cash payments, such as to consumers, providers and vendors	Operational Management	Accounting Management	
FR1.3.6	The process shall provide global sign-on and audit capability that enables a user to access any systems for any role or function the user is authorized to perform with a single log-on.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.4.13	The process shall provide EBT or EFT for any and all types of cash payments.	Operational Management	Accounting Management	
FR1.7.11	The process shall provide a mechanism to protect employees and consumers from identity theft.	Operational Management	Business Modeling Laboratory	HR
FR1.7.6	The process shall provide secure employee accounts for access by the employee, supervisor, and assigned manager and shall additionally provide an audit trail of those individuals that have viewed a personnel evaluation.	Operational Management	Business Modeling Laboratory	HR
FR2.2.12a	The process must provide for a statewide financial management system that establishes "accounts" for consumers, providers,	Operational Management	Accounting Management	

## To Be Findings

	employees, programs, localities, and State operations to establish a single auditable source of enterprise-wide financial information			
FR2.2.3	The process shall provide an electronic facility for providers to post invoices and for VSSS to receive invoices and initiate EFT payments.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.4	The process shall provide a method for automated approval of payments.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.4.1	The process shall provide for the ability to set security levels for payment authorization	Operational Management	Accounting Management	
FR4.4.2	The process shall provide the ability to compare payment for services against services delivered against contract specifics to enable authorization.	Operational Management	Accounting Management	
FR4.4.6	The process shall provide a mechanized method to manage the on-going fiscal and maintenance responsibilities for the budget or grant.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.5.1	The assessment process shall provide field level security enabling financial services staff to retrieve specific information in OASIS.	Consumer Services	Assessment	
FR4.5.2	The process shall provide adequate levels security for all electronic case records, which contain personal, medical, household and financial information.	Consumer Services	Consumer Services Coordination	
FR4.5.3	The process shall provide adequate security for staff and consumers when using electronic communication tools.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.5.4a	The process shall provide on-line guidelines on security related to both systems and physical security. Operational models that afford an adequate level of security without impeding organizational performance and customer service will be demonstrated	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.5.4b	The business modeling laboratory shall provide automated security against unauthorized use.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.5.5	The process shall provide automated controls to establish thresholds for levels of authority.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.5.2	The process shall establish automated controls such as parameters	Operational	Business Modeling	Information production,



## To Be Findings

	for line level authorization of financial services, purchase of services, and payment for services without levels of review.	Management	Laboratory	dissemination and sharing
FR5.5.3	All processes shall have field level auditability.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.7.2	The process shall provide on-line real-time case record access to federal reviewers.	Strategic Planning	Controls and Feedback	
FR5.7.4	The process shall provide the ability to track whether the information is reported by the participants is in compliance with the provisions of the grant.	Partnership Development	Leveraging Resources and Grant Funding	
FR5.7.5	The grant compliance process shall provide compliance reporting information for grant and partnership management.	Partnership Development	Leveraging Resources and Grant Funding	
FR5.7.6	An automated controls and feedback process shall support audit procedures, reviews and audit findings	Strategic Planning	Controls and Feedback	
FR5.8.10	The statewide financial management process shall have the capability to document financial contract provisions and compare invoices to contracts for authorization of payment	Operational Management	Accounting Management	
FR5.8.11	As part of the statewide financial management process, all current systems shall require cross-system communication capability, with a feedback loop in order to report invoicing (expenditures) and payments	Operational Management	Accounting Management	
FR5.8.9	The statewide financial management process shall possess the following characteristics: Scalable and reliable? Transparent? Fault resilient (robust)? Web-based? Secure? Provide real-time data? Provide interim accounting records (back-up support)	Operational Management	Accounting Management	

### Statistical Reporting

FR1.1.1e	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including automated community-based service delivery outcomes.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.8	The single automated repository shall track and report on demographic or statistical data that is not produced in other systems.	Consumer Services	Assessment	
FR1.1.76	The process shall provide for automated reporting of PIP components.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

## To Be Findings

FR1.1.77	The process shall provide access to PIP reporting from worker level to the State supervision level including information on individual, unit, locality, region, statewide outcomes.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.11	The process shall be able to report comparative, sortable consumer statistical and demographic data that resides in programmatic systems or the global data gathering facility by the worker, unit, division, locality, and state, and make the information available electronically upon request; i.e., by line worker, local supervisors and managers, State supervision staff and/or the Business Modeling Laboratory, or community-based partners	Consumer Services	Consumer Services Coordination	
FR1.2.4	The process shall facilitate in an automated fashion comparisons between household situations from a prior point in time to current.	Consumer Services	Assessment	
FR1.2.8	The process shall provide real-time case data and historical data to consumers and staff	Consumer Services	Consumer Services Coordination	
FR1.3.5a	The process shall have a capability of surveying consumer responses to the service delivery experience within VSSS and/or community-based partners on an on-going basis in a manner that achieves a 100% response level	Strategic Planning	Operational goals and objectives	
FR1.3.5b	The process shall have automated capability for gathering and storing consumer responses to consumer service experience surveys	Strategic Planning	Operational goals and objectives	
FR1.3.5c	The process must have the capability to automate the analysis of consumer responses to consumer service experience by worker, by job assignment, by supervisor, by local manager, by locality, for the State	Strategic Planning	Operational goals and objectives	
FR1.3.5d	The process must utilize the most effective medium (voice, Internet, paper) to publish the current information (minimum of quarterly, to monthly) from the lowest level of detail to the most aggregate level of detail for availability to the local agencies, the Business Modeling Laboratory, State supervision, governing bodies, community-based partners, and other general members of the community, along with the local and State plan for meeting consumer expectations	Strategic Planning	Operational goals and objectives	
FR1.4.6a	The process must have the capability of eliciting and recording, and measuring consumer response relative to the consumer service experience	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR4.2.5	The assessment process shall summarize and provide cost information from OASIS, ADAPT, and LASER.	Operational Management	Accounting Management	
FR4.6.2	The process shall provide individual user sites or groups the capability to extract and report performance management and	Operational Management	Business Modeling Laboratory	Information production, dissemination and

	budget planning information in location-specific formats.			sharing
FR4.6.3	The process shall provide end users the capability to construct report formats across multiple types of performance management and budget planning information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.6.6	The process shall report cost and performance management information from compliance actions in conjunction with other statistical information related to cases, consumers, and performance	Consumer Services	Consumer Services Coordination	
FR4.6.7	The process shall provide the capability to calculate full cost of case life-cycle and for household life-cycle	Operational Management	Accounting Management	
FR4.6.7a	A statewide financial management process shall produce reliable cost, performance, financial and statistical information.	Strategic Planning	Controls and Feedback	
FR5.8.3	The statewide financial management system shall employ and activity-based costing tool and methodology.	Operational Management	Accounting Management	
System Availability				
FR1.1.12	The process shall provide sufficient automated System Availability(s) such that office and field work can be done outside the hours of 7:30am to 5:30pm ET. Mon-Fri.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.12a	Systems operations scheduling must support 24 x 7 data gathering and service delivery	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.6.4	The process shall provide a mechanism for consumers to be served on a 24x7 basis through a variety of service delivery methods and tools.	Consumer Services	Assessment	
FR3.3.4	The business modeling laboratory shall provide networked office automation capabilities in a collaborative work environment.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
Training				
FR1.1.8	The process shall provide interactive CBT scenarios (modeling of work behaviors, policy application and system utilization) in conjunction with policy updates.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.1.9	The process shall track and log staff development status for all CBT participants and make available individual status information in real-time to supervisory personnel.	Operational Management	Business Modeling Laboratory	Staff Growth and development

## To Be Findings

FR1.1.9a	The process shall have capability to deny entry into automated system until CBT module is successfully completed by the user.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.1.9b	The Staff and Growth Development process shall provide a maintenance tool for tracking employee staff development, skills, and competencies which includes a feedback mechanism.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.1.9c	The Staff and Growth Development process shall provide certification of employees for skill sets within a specified time standard.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.2.9d	The process shall provide automated staff development support (training) to community-based partners.	Partnership Development	Community Needs Assessment	
FR1.6.5c	The process shall deliver on-line and practical staff development curriculums generated by the Business Modeling Laboratory demonstrating work, technology and human interactivity applying work behavior modeling for self-access to just-in-time staff development by all levels.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR3.3.10	The business modeling laboratory shall provide CBT training and certification.	Operational Management	Business Modeling Laboratory	Staff Growth and development
<i>Workload</i>				
FR1.1.25.11	The single automated repository shall provide service and financial needs statistics to forecast staffing needs for individuals with correct competencies and skills by locality, by service and benefit	Operational Management	Business Modeling Laboratory	HR
FR1.1.25.5	The single automated repository shall manage universal calendars for staff and community partners for appointment setting and availability tracking.	Operational Management	Business Modeling Laboratory	HR
FR1.1.25.5a	The assessment process shall provide automated team assignments based on skills, abilities, specialties, and workload availability	Consumer Services	Consumer Services Coordination	
FR1.1.25.6	The single automated repository shall manage workload assignments by locality and office to an individual and/or Consumer Services Coordination team on the basis of defined workload criteria	Operational Management	Business Modeling Laboratory	HR
FR1.1.25.7	The single automated repository shall perform VSSS personnel tracking by locality and location and provide a mechanism for making VSSS job assignments to VSSS line and supervisory staff by locality and location.	Operational Management	Business Modeling Laboratory	HR
FR1.1.37	The process shall facilitate in an automated fashion work assignments from a pool of HR information on employees, job assignments, and competencies	Operational Management	Business Modeling Laboratory	HR
FR1.1.37a	The process shall have the capability to view calendars of both	Operational	Business Modeling	HR

## To Be Findings

	VSSS personnel and community-based partners and set appointments as required by the initial assessment and at the point of the universal financial and services assessment.	Management	Laboratory	
FR1.1.38	The process shall provide an automated method to record and track staff positions, staff names, and job assignments.	Operational Management	Business Modeling Laboratory	HR
FR1.1.39	The process shall provide automated calculation of workload and time expended by program code and type of work activity.	Operational Management	Business Modeling Laboratory	HR
FR1.2.1c	The process shall provide a communication medium for accessing standardized tools for strategic planning, calendaring, for receiving incoming input, and for communicating status and results for strategic planning with regards to partnering.	Partnership Development	Community-based Strategic planning	
FR1.7.4	The HR automated process shall be accessible by employees, supervisors, managers with the ability to integrate HR information back to the Consumer Services function for assignment of cases, management of work load, and appointment calendaring.	Operational Management	Business Modeling Laboratory	HR
FR1.9.5	The process shall integrate personnel information with the assessment tool for calendaring and workload management.	Operational Management	Business Modeling Laboratory	HR
FR1.9.7	The process shall identify job assignees by supervisors, units, divisions, localities, regions	Operational Management	Business Modeling Laboratory	HR
FR1.9.8.1	The process shall provide the capability to maximize skills and abilities statewide by banking hours of staff time contributed outside the home organization and the home organization can draw out equivalent hours of another staff resource from the skills bank	Operational Management	Business Modeling Laboratory	HR
FR4.6.4	The process shall have the capability to analyze performance management and budget planning information currently collected, assess the gaps between the information collected and what is required, and generate the missing data without additional systems development.	Operational Management	Business Modeling Laboratory	HR

## Section 5

### VSSS BPR To-Be Requirements by Automated Support Tool

<i>New Automated Support</i>	<i>FR#</i>	<i>Functional Requirements</i>	<i>Core Function</i>	<i>Activity</i>	<i>Sub-activity</i>
	FR1.1.16	The process shall provide printed materials for delivery to consumer with consistent look and feel across all programs and localities; capability must exist to provide personalized detail on missing verification information, copies of referrals to other services, contact name for VSSS and other services, addresses of other services, calendar indicating appointment dates and times, who the appointment is with, maps, vouchers to purchase goods and/or services, at a minimum.	Consumer Services	Assessment	
	FR1.1.35	The process shall provide for automated collection of verifications and advise consumers of missing information in multiple formats (on-line, paper, voice)	Consumer Services	Assessment	
	FR1.1.5b	The single data collection tool, assessment tool, and/or systems providing the electronic case record shall reflect policy changes via automated interaction using the rules-based process.	Operational Management	Business Modeling Laboratory	Policy Development
	FR1.4.12a	The process shall provide consumer education capability in multiple media that informs as to VSSS philosophy for responsive service delivery and informs the consumer what they can do to participate in and benefit from an excellent level of service.	Consumer Services	Consumer Services Coordination	
<i>Automated I&amp;R Tool</i>	FR1.1.40	The process shall provide an inventory in the statewide I & R database	Consumer Services	Assessment	
	FR1.1.41	The process shall ensure that community-based services will be inventoried for a given community in an automated fashion - along with the services that each provides.	Consumer Services	Assessment	

FR1.1.42	The process shall utilize the State I & R database as a foundation for adding local community resources, which shall be accessible by the assessment facility as well as the on-going case managers.	Consumer Services	Assessment
FR1.1.43	The process shall maintain State I & R database in a current state as changes in providers occur.	Consumer Services	Assessment
FR1.1.44	The automated I & R process shall permit open access with input capability at the local level and by providers to maintain currency, including but not limited to the following: o Licensing o Certifications o services provided o rates o results o ratings of quality/success o historical detail (length of time in business, etc., number of completed referrals, follow-up) o core competencies o staff competencies o complaints o availability	Partnership Development	Resource Identification and development
FR1.1.45	The automated I&R process shall provide the ability to sort and report information by locality, by location, by type of service and competencies, and by availability.	Partnership Development	Resource Identification and development
FR1.1.46	The I&R database shall be available in inquiry mode to state and local law makers.	Partnership Development	Resource Identification and development
FR1.1.47	The process shall have the ability to automatically generate and receive status information to I & R facility on partnership status and performance.	Partnership Development	Resource Identification and development
FR1.1.48	The process shall provide a decision-making database for detailed resource data by locality, by the State.	Partnership Development	Resource Identification and development
FR1.1.49	Database of resources once a resource is validated is communicated directly to the I & R facility	Partnership Development	Resource Identification and development
FR1.1.49a	Access to the I & R facility shall be available from the initial assessment tool, through Oasis, through Adapt, through SPIDeR, through the web for consumers or	Partnership Development	Resource Identification and development

*Automated Survey*

	stakeholders.			
FR1.1.49b	The assessment process shall include a community-based services Information and Resource Data Base.	Consumer Services	Consumer Services Coordination	
FR1.3.5a1	The Enterprise Change Management process shall provide an automated method for surveying consumer and employee experience.	Strategic Planning	Enterprise Change Management	
FR1.4.7	The process shall provide an automated method for recording reasons for resignation during exit interviews.	Operational Management	Business Modeling Laboratory	HR
FR1.4.8	The process shall provide an automated method for generating trends and baselines used to correct an issue based on cost analysis of loss of skills.	Operational Management	Business Modeling Laboratory	HR
FR1.9.1	The process shall permit automated employee inquiry to individual personnel records	Operational Management	Business Modeling Laboratory	HR
FR1.9.3	The process shall provide automated leave and retirement data as well as leave calculations.	Operational Management	Business Modeling Laboratory	HR
FR1.9.4	The process shall provide automated calculations on sell back time and unused leave time	Operational Management	Business Modeling Laboratory	HR

*Business Simulation Software*

FR1.1.1	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure, State and local systems availability, business modeling tools, financial, cost and performance information, consumer and stakeholder survey information, community-based service delivery outcomes, pending federal and state policy shifts, pending federal and state policy changes.	Operational Management	Business Modeling Laboratory	
FR1.1.1a	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including on-line policy and procedure.	Operational Management	Business Modeling Laboratory	Policy Development
FR1.1.1b	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including business modeling tools.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing



## To Be Findings

FR1.1.1c	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including financial, cost and performance information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.1d	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including consumer and stakeholder survey information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.1e	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, including automated community-based service delivery outcomes.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.1f	The process shall include a functionally integrated business modeling laboratory that extends across State and local operations, which includes automated pending federal and state policy shifts as well as pending federal and state policy changes.	Operational Management	Business Modeling Laboratory	Policy Development
FR1.1.1g	The process shall include data availability and portability from state and local production systems to the functionally integrated business modeling laboratory.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.1h	The process shall provide for data modified in the business modeling laboratory to be available and portable to the VSSS production environment such that only one-time entry of data modifications are necessary.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.1i	The process shall validate data modified in the business modeling laboratory prior to updating the VSSS production environment according to the data validation specifications for that environment.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.5a	The policy development process (which includes a single data collection tool, assessment tool, and/or systems providing the electronic case record for all disciplines) shall operate as rule-based process.	Operational Management	Business Modeling Laboratory	Policy Development
FR1.1.8	The process shall provide interactive CBT scenarios (modeling of work behaviors, policy application and system utilization) in conjunction with policy updates.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.1.9	The process shall track and log staff development status for all CBT participants and make available individual status information in real-time to	Operational Management	Business Modeling Laboratory	Staff Growth and development

## To Be Findings

	supervisory personnel.			
FR1.1.9a	The process shall have capability to deny entry into automated system until CBT module is successfully completed by the user.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.1.9b	The Staff and Growth Development process shall provide a maintenance tool for tracking employee staff development, skills, and competencies which includes a feedback mechanism.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.1.9c	The Staff and Growth Development process shall provide certification of employees for skill sets within a specified time standard.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR1.2.9d	The process shall provide automated staff development support (training) to community-based partners.	Partnership Development	Community Needs Assessment	
FR1.6.5c	The process shall deliver on-line and practical staff development curriculums generated by the Business Modeling Laboratory demonstrating work, technology and human interactivity applying work behavior modeling for self-access to just-in-time staff development by all levels.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR3.3.10	The business modeling laboratory shall provide CBT training and certification.	Operational Management	Business Modeling Laboratory	Staff Growth and development
FR3.3.12	Changes to any existing systems shall be validated and certified for production migration via the user acceptance testing component of business modeling laboratory.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR3.3.3	Any system used in the To-Be model shall have the capability share data and functionality with the business model laboratory testing environment.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.5	The business modeling laboratory shall include an automated tool with the capability to generate testing scenarios.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.6	The business model laboratory shall provide an automated method for collecting, storing and analyzing the inputs to the modeling process which include the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

	Resources-Staff Growth and Development- General Services (peripheral hardware and equipment)-Accounting Management			
FR3.3.7	The business model laboratory shall provide an automated method for producing and communicating modeling test results.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.8	The business modeling laboratory shall provide validity tools and infrastructure to test the methodology and its reliability.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.9	The business modeling laboratory shall provide a medium for benchmarking desired performance measures for the following factors:-Policy Development-Project Planning and Management-Information Production, Dissemination and Sharing-Human Resources-Staff Growth and Development -General Services (peripheral hardware and equipment)-Accounting Management	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
<i>IT Operations</i>				
FR1.1.12	The process shall provide sufficient automated System Availability(s) such that office and field work can be done outside the hours of 7:30am to 5:30pm ET. Mon-Fri.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.12a	Systems operations scheduling must support 24 x 7 data gathering and service delivery	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.19	The process shall provide centralized help desk and reception of request for help such that user has a single point of contact for all system issues.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.64	The process shall provide EBT or EFT for any and all types of cash payments, such as to consumers, providers and vendors	Operational Management	Accounting Management	
FR1.3.6	The process shall provide global sign-on and audit capability that enables a user to access any systems for any role or function the user is authorized to perform with a single log-on.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

## To Be Findings

FR1.4.13	The process shall provide EBT or EFT for any and all types of cash payments.	Operational Management	Accounting Management	
FR1.6.4	The process shall provide a mechanism for consumers to be served on a 24x7 basis through a variety of service delivery methods and tools.	Consumer Services	Assessment	
FR2.2.12a	The process must provide for a statewide financial management system that establishes "accounts" for consumers, providers, employees, programs, localities, and State operations to establish a single auditable source of enterprise-wide financial information	Operational Management	Accounting Management	
FR2.2.3	The process shall provide an electronic facility for providers to post invoices and for VSSS to receive invoices and initiate EFT payments.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.4	The process shall provide a method for automated approval of payments.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.3.1	The process shall provide an automated method for tracking problem tickets, performing and documenting root cause analysis, and documenting immediate or planned future resolution of system problems in conjunction with the single-point-of-contact help desk.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.3.1a	The process shall provide an automated method for inventorying problems reported, resolutions to system problems, or problems identified for prioritization of on-going system enhancement; inventory must be published for real-time access and review across the enterprise	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.4	The business modeling laboratory shall provide networked office automation capabilities in a collaborative work environment.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.4a	The Enterprise Change Management process shall provide collaborative work group automated tools.	Strategic Planning	Enterprise Change Management	
FR4.4.1	The process shall provide for the ability to set security levels for payment authorization	Operational Management	Accounting Management	

## To Be Findings

FR4.4.2	The process shall provide the ability to compare payment for services against services delivered against contract specifics to enable authorization.	Operational Management	Accounting Management	
FR4.5.1	The assessment process shall provide field level security enabling financial services staff to retrieve specific information in OASIS.	Consumer Services	Assessment	
FR4.5.2	The process shall provide adequate levels security for all electronic case records, which contain personal, medical, household and financial information.	Consumer Services	Consumer Services Coordination	
FR4.5.3	The process shall provide adequate security for staff and consumers when using electronic communication tools.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.5.4a	The process shall provide on-line guidelines on security related to both systems and physical security. Operational models that afford an adequate level of security without impeding organizational performance and customer service will be demonstrated	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.5.4b	The business modeling laboratory shall provide automated security against unauthorized use.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.5.5	The process shall provide automated controls to establish thresholds for levels of authority.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.5.2	The process shall establish automated controls such as parameters for line level authorization of financial services, purchase of services, and payment for services without levels of review.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.5.3	All processes shall have field level auditability.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.7.2	The process shall provide on-line real-time case record access to federal reviewers.	Strategic Planning	Controls and Feedback	
FR5.8.12	The general services process shall include an automated procurement methodology that provides	Operational Management	General Services	

*Language Translation*

for tracking and reporting, and additionally provides an interface with other VSSS local and vendors systems.

FR1.1.2a

The process shall provide all printed and displayed text required for review and/or signature by the consumer in the language of the consumer.

Consumer Services

Assessment

*Project Management Tool*

FR5.2.1

The process shall provide automated project management capability to State and local Operations Management in carrying out timeline and work product based activities which indicate milestones and due dates.

Operational Management

Business Modeling Laboratory

Project Planning and Management

FR5.2.2

The process shall provide automated management capability to State and local Committee members in tracking action plans, work group assignments, due dates, progress against goals and objectives

Operational Management

Business Modeling Laboratory

Project Planning and Management

FR5.2.3

The process shall provide automated management capability to VSSS Strategic Planning members in tracking progress against goals and objectives on an on-going basis

Operational Management

Business Modeling Laboratory

Project Planning and Management

FR5.2.6

The Enterprise Change Management process shall provide Project Management Capability

Strategic Planning

Enterprise Change Management

*Single Data Gathering*

FR1.1.10

The process shall provide connectivity between internal and external systems where exchange of information between those systems is necessary and appropriate to the extent that duplicate manual entry across programs and services is eliminated.

Operational Management

Business Modeling Laboratory

Information production, dissemination and sharing

FR1.1.13

The process shall provide automated extract and storage of information without human intervention from the following external systems: SSA, DMV, VEC, SVES, Health Department, Bur of Vital Stats, Court, The Work Number, DCSE, DOLPHIN, Criminal History, School enrollment and attendance, property records.

Operational Management

Business Modeling Laboratory

Information production, dissemination and sharing

FR1.1.14

The process shall have the capability to perform data gathering for all basic consumer household

Consumer Services

Assessment

	information, globally, to support Consumer Services Coordination teams and community partners; and, deliver an automated initial assessment for services (financial, supportive, protective) for all potential VSSS services and community-based partners across all programs.			
FR1.1.15a	The process shall provide mobile capability for gathering household consumer data to any partner provider.	Consumer Services	Assessment	
FR1.1.15a1	The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.	Consumer Services	Assessment	
FR1.1.15a2	The process shall provide ability to produce printed consumer documentation for consumer packet in an office and during mobile interaction with the consumer.	Consumer Services	Assessment	
FR1.1.15b	The process shall have the capability to track utilization of systems, and report on performance in use of systems to complete work using consumer services elements of systems.	Consumer Services	Assessment	
FR1.1.17	The process shall provide 24x7 self-service access to consumer household specifics.	Consumer Services	Assessment	
FR1.1.17a	The process shall provide within the self-service access capability a means for the consumer to communicate with the appropriate member(s) of the assigned Consumer Services Coordination team.	Consumer Services	Consumer Services Coordination	
FR1.1.18	The process shall provide a method to measure workload components as well as baseline current work activities.	Operational Management	Business Modeling Laboratory	HR
FR1.1.20	The integrated assessment process shall according to integrated policy guidelines populate the appropriate program applications (systems), obtain verifications, and store common verification at a single source, without re-entry of data into any system.	Consumer Services	Assessment	
FR1.1.21	The process shall provide on-line access to internal and external systems for search data with real time access to data that is as current as provider has available.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

## To Be Findings

FR1.1.22	The process shall provide the ability to finalize and act immediately on consumer requests via electronic means to capture the required electronic signature according to policy.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.22a	The process shall allow for the electronic documentation of case notes in a manner that provides access to those notes to any authorized internal or external partner.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.23	The Business Modeling Laboratory process shall have the capability to produce search information from internal and external systems within established performance standards.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.23a	The process shall generate automated due dates for gathering consumer information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.24	The process shall propagate single-entry consumer household data as well as initial assessment data to all systems that transact services (financial, supportive, protective).	Consumer Services	Consumer Services Coordination	
FR1.1.24a	The process shall have the capability of publishing consumer and initial assessment data to defined systems, and the ability to notify defined systems of availability of changed data, or if a system can not be automatically updated to have the ability to authorize acceptance of the available data without re-entry	Consumer Services	Consumer Services Coordination	
FR1.1.25.10	The single automated repository shall track and report on pre-defined performance metrics for service delivery across consumer service tiers, by financial, protective, and/or supportive service, by individual, by unit, by division, by locality, by state .	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.10 a	The single automated repository shall have the ability to accept changed performance standards/measures and adapt its tracking and reporting capability on performance metrics to the new standards/measures	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.11	The single automated repository shall provide service and financial needs statistics to forecast staffing needs for individuals with correct competencies and skills by locality, by service and benefit type.	Operational Management	Business Modeling Laboratory	HR
FR1.1.25.3	The single automated repository shall provide the	Consumer Services	Assessment	



	capability to create or modify a Consumer Services Coordination universal financial and service assessment for a household.			
FR1.1.25.3a	With regard to the verification of consumer information, the single automated repository shall provide to the user the acceptable data entry options by data type	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.4	The single automated repository shall communicate universally with internal VSSS systems to create and update consumer records within defined	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25.5	The single automated repository shall manage universal calendars for staff and community partners for appointment setting and availability tracking.	Operational Management	Business Modeling Laboratory	HR
FR1.1.25.5a	The assessment process shall provide automated team assignments based on skills, abilities, specialties, and workload availability	Consumer Services	Consumer Services Coordination	
FR1.1.25.6	The single automated repository shall manage workload assignments by locality and office to an individual and/or Consumer Services Coordination team on the basis of defined workload criteria	Operational Management	Business Modeling Laboratory	HR
FR1.1.25.7	The single automated repository shall perform VSSS personnel tracking by locality and location and provide a mechanism for making VSSS job assignments to VSSS line and supervisory staff by locality and location.	Operational Management	Business Modeling Laboratory	HR
FR1.1.25.9	The single automated repository shall provide a single source for updating client records by VSSS and or community-based partners and/or adjust the financial and services plan for the household.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.26	The process shall provide automated capability to view, accept, and store information from other systems one time from a single source and shall have the ability to communicate the researched data to systems as predefined	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.26a	The assessment process shall include a web-based, integrated point of data collection for all case information to include the following: Electronic assessment capability along with automated paperless work methods? Electronic Case Files?	Consumer Services	Consumer Services Coordination	

	Ability to generate paper notices for consumer information in their language			
FR1.1.28	The automated global data gathering capability and assessment tool shall include the following:1. Financial and non-financial household data prescribed as mandatory by policy2. Non-mandatory data as permitted by the consumer 3. Comprehensive household-based initial needs assessment for the household irrespective of the bloodline relationships of the individuals4. Risk assessment	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.29	The process shall provide an automated global data gathering capability and assessment tool that permits development of a universal financial and services plan by VSSS and/or community-based partners for a household (see FR 1.1.34) irrespective of the bloodline relationships of the individuals	Consumer Services	Consumer Services Coordination	Financial Services
FR1.1.29c	The process shall provide the capability for the global data gathering facility and assessment tool to generate and print referrals at the initial assessment to community-based providers and to VSSS staff and again at the universal financial and services assessment to other providers-services as defined by the universal financial and services plan.	Consumer Services	Consumer Services Coordination	
FR1.1.29d	Verifications required by the global data gathering facility are limited to those specified by policy-based rules as applied to consumer household conditions	Consumer Services	Consumer Services Coordination	
FR1.1.30	The process shall provide universal Consumer Services Coordination access for staff and community-based providers to consumer data as permitted by consumer authorization and/or by law and policy.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.30a	The assessment process shall allow the consumer to limit collection of information that is not prescribed by policy for delivery of services (financial, supportive, protective)	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.30b	The process shall have the capability to utilize information gathered from the consumer or other sources that is used to determine the appropriate level of services and generate referrals, but not store and hold specific information components in the	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

## To Be Findings

	shared system; the consumer service history of actions must indicate this action to gather and delete specific information.			
FR1.1.30c	The process shall provide the capability for capturing electronically release of information authorization from the consumer, specific to the services and providers accepted by the consumer.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.32	The process shall provide 24x7 access by consumers to their own electronic case records in either automated or printed media.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.33	The process shall clearly define what information is required vs. optional, and how long it is to be retained.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.34	The process shall provide an automated, Consumer Services Coordination universal financial and services assessment for a household.	Consumer Services	Consumer Services Coordination	
FR1.1.34a	The process shall have a Consumer Services Coordination universal financial and services assessment for a household that is highly structured and rule-based to gather information based on evidence of specific characteristics in the household, and analyzing and supported analysis judgments by the individual conducting the assessment and developing the plan.	Consumer Services	Consumer Services Coordination	
FR1.1.36	The process shall provide automated referrals for VSSS and community-based services.	Consumer Services	Consumer Services Coordination	
FR1.1.37	The process shall facilitate in an automated fashion work assignments from a pool of HR information on employees, job assignments, and competencies	Operational Management	Business Modeling Laboratory	HR
FR1.1.37a	The process shall have the capability to view calendars of both VSSS personnel and community-based partners and set appointments as required by the initial assessment and at the point of the universal financial and services assessment.	Operational Management	Business Modeling Laboratory	HR
FR1.1.38	The process shall provide an automated method to record and track staff positions, staff names, and job assignments.	Operational Management	Business Modeling Laboratory	HR

FR1.1.39	The process shall provide automated calculation of workload and time expended by program code and type of work activity.	Operational Management	Business Modeling Laboratory	HR
FR1.1.50	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to service delivery location, the consumer's situation, and the provider's and staff core competencies.	Consumer Services	Assessment	
FR1.1.51	The assessment process shall accept a policy-based rule set and provide dynamic status update as policy changes are made.	Consumer Services	Assessment	
FR1.1.60	The process shall, at the point an emergency situation is identified by the consumer or revealed through questioning by the employee, allow abandonment of the full initial assessment and produce referrals to the appropriate staff with the appropriate competencies to respond to the emergency.	Consumer Services	Assessment	
FR1.1.61	The process shall set an alert for follow-up on the contact for services upon delivery of the emergency or stabilization service to identify if a full initial assessment is required for other supportive services for the household	Consumer Services	Assessment	
FR1.1.62	The assessment process shall provide trial eligibility for financial services and/or make determination that other referral resources are to be identified.	Consumer Services	Assessment	
FR1.1.63	The information gathered in the assessment process shall be communicated based on consumer choice to the appropriate services (financial, supportive, protective)	Consumer Services	Consumer Services Coordination	
FR1.1.65	The process shall have interface capability to existing systems to produce alerts for re-	Consumer Services	Assessment	
FR1.1.66	The process shall have the ability to accept and track incoming data, verifications, referrals, alerts, and actions to contribute to an electronic record.	Consumer Services	Assessment	
FR1.1.70	The process shall provide for automated one-time collection of appropriate consumer / household information at the point of first contact and throughout the history of the case.	Partnership Development	Community Needs Assessment	
FR1.1.71	The process shall provide pooled data for use by	Partnership Development	Community Needs	

	service providers and to track the status and complete history of the consumer.		Assessment
FR1.1.72	The process shall make available as provided by law and information security procedures consumer information to other community-based service providers to prevent duplication and overlap of services.	Consumer Services	Consumer Services Coordination
FR1.1.73	Upon adding or deleting a household member, or by updating any of the household financial or non-financial information the process shall trigger an alert to all members of the Consumer Services Coordination team to re-assess services (financial, supportive, protective) for VSSS and community-based services	Consumer Services	Assessment
FR1.1.74	The process shall provide tracking and cross-reference capability among individuals in a household against other households and cases.	Partnership Development	Community Needs Assessment
FR1.1.75	The process shall exchange information with other defined systems that are designed to deliver services (financial, supportive, protective) or track consumer information (such as a regional or national data exchange)	Strategic Planning	Controls and Feedback
FR1.2.1	The process shall provide all assessment functions available to consumer in an automated fashion.	Consumer Services	Assessment
FR1.2.10	The process shall make household assessment information collected one time available for immediate disposition of services (financial, supportive, protective) to meet the identified need.	Consumer Services	Consumer Services Coordination
FR1.2.12	The process shall provide sufficient structure to identify highest level immediate need services and assign them according to location, situation, and competencies.	Consumer Services	Assessment
FR1.2.1a	The process shall provide office automation for development of partnering agreements	Partnership Development	Partnership agreements and maintenance
FR1.2.1b	The process shall provide office automation for development of partnering performance metrics, analyses, and reporting.	Partnership Development	Partnership agreements and maintenance
FR1.2.1c	The process shall provide a communication medium for accessing standardized tools for strategic planning, calendaring, for receiving incoming input,	Partnership Development	Community-based Strategic planning

## To Be Findings

	and for communicating status and results for strategic planning with regards to partnering.			
FR1.2.2	The process shall permit the consumer to electronically self-certify without physical signature on paper.	Consumer Services	Assessment	
FR1.2.3	The process shall automate consumer account creation in such manner as to permit consumer to self-serve initially, perform re-assessment, report changes, and/or provide new verifications.	Consumer Services	Assessment	
FR1.2.5	The process shall cloak all case information that by law cannot be made available to the consumer.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.5a	The process will have the capability in its HR system components to perform automated performance measurements against performance standards for individuals, work groups, supervisors, local managers, localities, state staff, including individuals, work groups, supervisors, division managers, and the state office as a whole.	Operational Management	Business Modeling Laboratory	HR
FR1.2.5b	The process will have the capability in its HR system components to perform automated performance evaluations that are specific to the job assignment (not job classification) and be able to track changes in evaluated performance over time; and, to track progress against action plans for growth, development, improvement	Operational Management	Business Modeling Laboratory	HR
FR1.2.6	The process shall provide automated communication with multiple case-based systems for assessment data, external systems that provide data to VSSS, as well as external systems that provide partner services.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.9	The process shall provide statistical and operational data to community-based partner services.	Partnership Development	Community Needs Assessment	
FR1.2.9a	The process shall provide an automated medium for benchmarking partner service delivery	Partnership Development	Community Needs Assessment	
FR1.2.9b	The process shall provide an automated medium for communicating the needs assessment findings.	Partnership Development	Community Needs Assessment	
FR1.2.9c	The process shall provide validity tools and	Partnership Development	Community Needs	

	infrastructure to test the partner's needs assessment methodology and its reliability.		Assessment	
FR1.3.1	The process shall provide field-level access and field-level security to consumer data in all consumer-based systems, including the global data gathering facility.	Consumer Services	Consumer Services Coordination	
FR1.3.2	The process shall inhibit or authorize case record information sharing at the discretion of the consumer.	Consumer Services	Consumer Services Coordination	
FR1.3.5e	The process shall provide for automated storage of partner outreach attendees with updatable fields on attendance, interest, commitment, potential services, levels of capability, contacts, assigned responsibilities.	Partnership Development	Community Education and Partnership Outreach	
FR1.4.1	The process shall provide an automated method for communicating performance targets, tracking performance against those targets, and identifying gaps across a broad spectrum of indicators, including funding.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.10	The process shall support staff in differentiating between urgent and longer range service requirements via single data gathering and universal financial services assessment mechanism.	Consumer Services	Assessment	
FR1.4.12b	The process must be supported by a data gathering and assessment capability that can be easily modified on the basis of any of several factors, such as changing policy, changing technology, changing strategic needs in community-based services.	Consumer Services	Consumer Services Coordination	
FR1.4.12c	The process must be supported by the capability to measure services delivered against defined performance standards, and to identify delays in service beyond allowed thresholds, quantifying on the basis of experience the overall cost to the community at large for the delay in service	Consumer Services	Consumer Services Coordination	
FR1.4.1a	Performance targets and performance data shall be readily available statewide to individuals, supervisors, local managers and directors and for State supervision.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.2	The performance measurement process shall provide on-line statistical reporting across programs, services, functions, and time.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices

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FR1.4.3	Legislature shall have access to performance information, cost information, cost/benefit analysis and business case analysis related to decision-making for program adjustments or systems development	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.4	The process shall provide on-line metrics and planning information for localities and community partners.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.5	The process shall provide a single automated source for performance and cost information that factually reflects enterprise wide performance and cost.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.6	Data gathering and automated performance measuring process shall begin at the point of first contact with the consumer. (See FR1.4.9)	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.4.9	The process shall provide and automated method for gathering performance and service delivery data at the point of first contact on forward and provide routine reports on responsiveness against pre-defined and changeable performance targets.	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.5.1	The process shall utilize a self-service assessment tool in the language of the consumer for those groups that exceed a percentage standard as determined by policy (for instance, for the caseload or for the local population).	Consumer Services	Assessment	
FR1.6.1	The process shall provide an automated, selectable list of notice reasons written at no higher than the 6th grade level.	Consumer Services	Consumer Services Coordination	
FR1.6.1a	The process shall organize and group like reasons under a single heading (i.e., Financial or Household Composition) and produce a single notice for all actions taken even if more than one page.	Consumer Services	Consumer Services Coordination	
FR1.6.2	Once selected, notice provided to consumer along with its reasons shall become part of permanent consumer documentation and shall be accessible to both consumer and assigned staff.	Consumer Services	Consumer Services Coordination	
FR1.6.3	The process shall provide an information packet containing service plans, referrals, contact name, travel instructions, maps, case and assessment specifics as well as instructions on self-service and review.	Consumer Services	Assessment	



FR1.6.3a	The process shall provide a mechanism for electronic recordation of case notes or case documentation with the ability to see an index of such documented case events - notices, referrals, case notes, case actions, consumer actions, due dates.	Consumer Services	Assessment	
FR1.6.5	The process shall provide automated tool for use by outreach partners to initiate the assessment process.	Consumer Services	Assessment	
FR1.6.5a	The process shall provide the ability for a community-based partner to initiate the assessment and generate a referral for VSSS response.	Consumer Services	Assessment	
FR1.6.5a1	The process shall be sufficiently secure to protect consumer privacy, yet provide the information needed for service delivery across partners, based on levels of pre-established security.	Consumer Services	Assessment	
FR1.6.5b	The HR process shall provide the capability to automatically generate the appropriate identification badges for employee use, identifying the locality of employment from a single statewide system	Operational Management	Business Modeling Laboratory	HR
FR1.6.6	The process shall provide automated tool for use by advocacy groups to initiate the assessment process.	Consumer Services	Assessment	
FR1.6.7	The process shall provide self-service case record inquiry for use by client which includes status and consumer history.	Consumer Services	Assessment	
FR1.6.8	The process shall provide authentication capability for access.	Consumer Services	Assessment	
FR1.7.1	The process shall provide web-based capability to complete and file applications for employment on-line, with ability to submit a resume in a prescribed format, and assignment of an account with PIN for the job candidate to do their own follow-up or update the resume as needed.	Operational Management	Business Modeling Laboratory	HR
FR1.7.10	The process shall provide a mechanism to communicate state employee information from the VSSS HR system directly to the State's HR system without re-entry of data.	Operational Management	Business Modeling Laboratory	HR
FR1.7.11	The process shall provide a mechanism to protect employees and consumers from identity theft.	Operational Management	Business Modeling Laboratory	HR
FR1.7.12	The HR process shall track leave, pay, and retirement data as well as provide an interface between	Operational Management	Business Modeling Laboratory	HR

	existing state and local payroll systems			
FR1.7.2	The process shall provide a web-based approach to communicating the recruitment pool and their skills, background, career objectives, availability, contact information	Operational Management	Business Modeling Laboratory	HR
FR1.7.3	An automated Universal HR employee process shall track staff by locality and position, job assignments, supervisors, units, divisions, competencies and skills, leave, pay, retirement tracking, leave tracking, as well as a bank of special skills that are available to the enterprise.	Operational Management	Business Modeling Laboratory	HR
FR1.7.4	The HR automated process shall be accessible by employees, supervisors, managers with the ability to integrate HR information back to the Consumer Services function for assignment of cases, management of work load, and appointment calendaring.	Operational Management	Business Modeling Laboratory	HR
FR1.7.5	The universal HR process shall include performance management capability, with on-line evaluations, an on-line scorecard that exhibits performance standards for the job assignment vs. performance metrics	Operational Management	Business Modeling Laboratory	HR
FR1.7.6	The process shall provide secure employee accounts for access by the employee, supervisor, and assigned manager and shall additionally provide an audit trail of those individuals that have viewed a personnel evaluation.	Operational Management	Business Modeling Laboratory	HR
FR1.7.7	The HR process shall communicate with the Statewide Financial Management System to establish payroll accounts for new hires without re-entry of data.	Operational Management	Business Modeling Laboratory	HR
FR1.7.8	The process shall ensure that maintenance of employee information related to revenue streams is only maintained in the HR system via job assignment and revenue stream codes and is communicated to the Statewide financial management system.	Operational Management	Business Modeling Laboratory	HR
FR1.7.9	The HR process shall include expense reimbursement capability such that it can be communicated to the financial management system for accounting purposes.	Operational Management	Business Modeling Laboratory	HR

## To Be Findings

FR1.9.2	The process shall provide electronic performance management capability specific to the assigned job	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR1.9.5	The process shall integrate personnel information with the assessment tool for calendaring and workload management.	Operational Management	Business Modeling Laboratory	HR
FR1.9.6	The process shall provide a mechanism for dual management and maintenance of HR by the state and localities in a single repository	Operational Management	Business Modeling Laboratory	HR
FR1.9.7	The process shall identify job assignees by supervisors, units, divisions, localities, regions	Operational Management	Business Modeling Laboratory	HR
FR1.9.8	The process shall identify specialized skills and certification such as language, grant writing, public speaking, and/or systems, viewable in a state-wide inventory.	Operational Management	Business Modeling Laboratory	HR
FR1.9.8.1	The process shall provide the capability to maximize skills and abilities statewide by banking hours of staff time contributed outside the home organization and the home organization can draw out equivalent hours of another staff resource from the skills bank	Operational Management	Business Modeling Laboratory	HR
FR1.9.9	The process shall provide a statewide HR database to provide a single repository for HR information maintenance, including reporting relationships and historical information by individual.	Operational Management	Business Modeling Laboratory	HR
FR2.1.1	The process shall provide the mechanics for error prevention staff to work from electronic systems that are used by employees to collect and assess information and to deliver services.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.1.2	The process must be designed with flexibility in adding or removing data collection elements to assure ease of maintenance over time as data needs change.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.1	The process shall evaluate and prioritize all paper-based activities for either retirement or automation based on business case	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.10	The process shall provide an electronic method for VSSS to receive court orders from the court system.	Partnership Development	Community-based Strategic planning	
FR2.2.11	The process shall provide an integrated electronic link with CSA such that information is handled only	Partnership Development	Community-based Strategic planning	

	once by any of several potential community partners			
FR2.2.12	The process shall provide an automated method in conjunction with CSA to complete CAFAS on-line and jointly share this information with CSA service delivery partners and VSSS staff	Partnership Development	Community-based Strategic planning	
FR2.2.12b	The process must provide for an electronic mechanism to amalgamate cost, performance and outcome information and to communicate the correlated information broadly across the enterprise to support business analysis and decision-making	Operational Management	Accounting Management	
FR2.2.1a	The process shall include multi-media communication methods for communicating within VSSS at the local level, between localities and the State, between localities and consumers, within the State, between VSSS and community-based partners, between partners and consumers.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.2	The process shall provide an automated method for contracting with providers, establish an account for the provider, establish sub-account for the consumer, and provide a mechanism for reporting services delivered against the provisions of the	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR2.2.5	The process shall provide electronic record keeping for evidence, court reports and court orders.	Partnership Development	Consumer Services Coordination	
FR2.2.6	The assessment process shall include an electronic capability to document a safety plan.	Consumer Services	Assessment	
FR2.2.7	The process shall provide a method for capturing the consumer's electronic agreement to an initial or universal financial and services assessment plan whether the plan is prepared within a VSSS, community-partner location or in the field	Consumer Services	Consumer Services Coordination	
FR2.2.8	The process shall provide case worker notification for action at the appropriate point(s) in the case timeline based on pre-established policy standards	Consumer Services	Consumer Services Coordination	
FR2.2.9	The process shall provide an electronic method for identifying service delivery partners that contains information related to core competencies, whether or not a partnership agreement exists, location, staffing, licensing and certification, and any existing performance measures against benchmarks.	Partnership Development	Community Needs Assessment	

FR3.2.1	The process must have the ability to electronically poll consumers at various points on the service delivery continuum to obtain responses about their consumer service experience. The system must have the ability to tabulate the responses on a periodic basis and communicate consumer's evaluation of quality and performance by locality, location and statewide.	Consumer Services	Assessment	
FR3.2.1a	The process shall utilize a single data gathering facility and assessment tool to refer consumers for community-based services	Consumer Services	Assessment	
FR3.3.1	The process must have the capability for electronic recording of consumer issues or complaints in the case record and have the ability for staff, managers, and compliance functions to use the electronic case record for carrying out their work with and response to the consumer.	Consumer Services	Consumer Services Coordination	
FR3.3.2	The process must have the capability for all staff or compliance activity official findings and documentation of resolutions to be recorded to the consumer's case record	Consumer Services	Consumer Services Coordination	
FR4.1.1	The automated process shall reflect current policy and business rules; shall be modifiable to add or remove policy and business rules such that maintenance costs can be controlled and anticipated.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.1.1a	The process shall provide electronic data from error prevention for pro-active management of change in consumer services, case management practice, organizational structure, job classes and job specifications	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.1.1b	The process shall provide for the ability to perform technology skill certification and to assess and report on skills demonstrated by an individual.	Operational Management	Business Modeling Laboratory	HR
FR4.2.1	The process shall provide automated assessment functionality to communicate across and between internal and external systems and populate information for the household to those systems, as well as receive status or tickler information from those systems.	Consumer Services	Assessment	
FR4.2.2	The process shall provide global sign-on capability	Operational Management	Business Modeling	Information

## To Be Findings

	that enables a user with permission to specific systems to access those systems for any role or function the individual is authorized to perform; capability from read only up to and including full system access and update.		Laboratory	production, dissemination and sharing
FR4.2.3	The assessment process shall provide links from all existing systems to end users such that automated tasks may be completed.	Consumer Services	Assessment	
FR4.2.4	The assessment process shall provide the following common functions needed across all programs and services:-communication-notices-referrals-case notes for documentation	Consumer Services	Assessment	
FR4.2.6	The process shall enable automated communication of all information required by CSA's automated system for all data elements.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.1	The process shall include the ability to extract and report any functionally critical data stored in existing systems.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.2	The process shall include information dissemination capacity that allows access across the entire enterprise to the line level	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.3	The process shall correlate information across services (financial, supportive, protective) to view information on a household or individual.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.4	The process shall provide an electronic case record that eliminates duplicative case counts by combining supportive, protective, and financial services for a single household.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.5	The process shall provide an electronic case record that tracks services (financial, supportive, protective) to funding streams for federal program reporting requirements thereby eliminating the need for random moment sampling.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.3.6	The process shall bridge existing systems to provide a single source of consolidated information about consumers "household(s) and individuals" in order to	Operational Management	Business Modeling Laboratory	Information production, dissemination and

	count people one time.			sharing
FR4.6.1	The process shall provide access to automated performance management and budget planning information by individual state or local employee, by supervisor, by unit, by program, by division, by locality or for the state.	Strategic Planning	Budget Planning	
FR4.6.1a	The process shall provide the ability to view performance management and budget planning information on line statewide, with information to be current on an weekly, monthly, and yearly basis.	Strategic Planning	Budget Planning	
FR4.6.4	The process shall have the capability to analyze performance management and budget planning information currently collected, assess the gaps between the information collected and what is required, and generate the missing data without additional systems development.	Operational Management	Business Modeling Laboratory	HR
FR4.6.5	The process shall provide the mechanism in existing systems to record compliance actions to the case record.	Consumer Services	Consumer Services Coordination	
FR4.6.5a	The process shall provide the mechanism for compliance requirements for employee action on a case finding to trigger a notice or alert to the employee with the action required	Consumer Services	Consumer Services Coordination	
FR4.6.8	The process shall provide additional or enhanced data feeds to and from partner systems where such feeds shall result in the ability to enhance enterprise performance	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.2.4	The Enterprise Change Management process shall make available prerequisite systems information on performance, cost, financial or statistical information that provide a measure of change accomplishments.	Strategic Planning	Enterprise Change Management	
FR5.3.1	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between employees about performance and financial information	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.5.1	The exit interview process shall be structured such that offers anonymity and is focused on specific elements of the work assignment and work methods, and automated such that it tracks the interviewee's responses.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing

## To Be Findings

### Statewide Financial Management System

FR5.6.1	The process shall provide automated capability for benchmarking competencies, skills and compensation against pre-defined local, statewide and national job groups	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR5.7.1	The process shall provide a single automated financial system with line items that are common across the enterprise for all payable and receivables.	Operational Management	Accounting Management	
FR5.8.4	The process shall provide for full electronic interchange of information between federal and state entities.	Strategic Planning	Controls and Feedback	
FR1.1.25.8	The single automated repository shall track and report on demographic or statistical data that is not produced in other systems.	Consumer Services	Assessment	
FR1.1.39a	The process shall provide automated traceability from workload and work activities back to funding streams.	Operational Management	Accounting Management	
FR1.1.76	The process shall provide for automated reporting of PIP components.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.77	The process shall provide access to PIP reporting from worker level to the State supervision level including information on individual, unit, locality, region, statewide outcomes.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.11	The process shall be able to report comparative, sortable consumer statistical and demographic data that resides in programmatic systems or the global data gathering facility by the worker, unit, division, locality, and state, and make the information available electronically upon request; i.e., by line worker, local supervisors and managers, State supervision staff and/or the Business Modeling Laboratory, or community-based partners	Consumer Services	Consumer Services Coordination	
FR1.2.4	The process shall facilitate in an automated fashion comparisons between household situations from a prior point in time to current.	Consumer Services	Assessment	
FR1.2.7	The process shall track workload and work activities	Operational Management	Accounting Management	



	to funding streams (see FR1.1.39a)			
FR1.2.8	The process shall provide real-time case data and historical data to consumers and staff	Consumer Services	Consumer Services Coordination	
FR1.3.5a	The process shall have a capability of surveying consumer responses to the service delivery experience within VSSS and/or community-based partners on an on-going basis in a manner that achieves a 100% response level	Strategic Planning	Operational goals and objectives	
FR1.3.5b	The process shall have automated capability for gathering and storing consumer responses to consumer service experience surveys	Strategic Planning	Operational goals and objectives	
FR1.3.5c	The process must have the capability to automate the analysis of consumer responses to consumer service experience by worker, by job assignment, by supervisor, by local manager, by locality, for the State	Strategic Planning	Operational goals and objectives	
FR1.3.5d	The process must utilize the most effective medium (voice, Internet, paper) to publish the current information (minimum of quarterly, to monthly) from the lowest level of detail to the most aggregate level of detail for availability to the local agencies, the Business Modeling Laboratory, State supervision, governing bodies, community-based partners, and other general members of the community, along with the local and State plan for meeting consumer expectations	Strategic Planning	Operational goals and objectives	
FR1.4.6a	The process must have the capability of eliciting and recording, and measuring consumer response relative to the consumer service experience	Operational Management	Business Modeling Laboratory	Benchmarking and Best Practices
FR4.2.5	The assessment process shall summarize and provide cost information from OASIS, ADAPT, and LASER.	Operational Management	Accounting Management	
FR4.4.3	The process shall provide a database or clearinghouse support to collect and track grant sources and applications/proposals for grant funded dollars or other resources.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.4.4	Services (financial, supportive, protective) program systems shall have the capability to report payment information to a financial management system.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.4.5	The financial management process shall provide	Partnership Development	Leveraging Resources	

	remaining balance data for line item and/or grant funding to the financial, supportive, protective service personnel so that available funding levels may be verified prior to authorizing payments.		and Grant Funding	
FR4.4.6	The process shall provide a mechanized method to manage the on-going fiscal and maintenance responsibilities for the budget or grant.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.5.4c	The database and/or clearinghouse data for grant funding shall be readily available to all partnership development entities.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.6.2	The process shall provide individual user sites or groups the capability to extract and report performance management and budget planning information in location-specific formats.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.6.3	The process shall provide end users the capability to construct report formats across multiple types of performance management and budget planning information.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.6.4a	The process shall provide electronic templates for unspecified grant application formats.	Partnership Development	Leveraging Resources and Grant Funding	
FR4.6.6	The process shall report cost and performance management information from compliance actions in conjunction with other statistical information related to cases, consumers, and performance	Consumer Services	Consumer Services Coordination	
FR4.6.7	The process shall provide the capability to calculate full cost of case life-cycle and for household life-cycle	Operational Management	Accounting Management	
FR4.6.7a	A statewide financial management process shall produce reliable cost, performance, financial and statistical information.	Strategic Planning	Controls and Feedback	
FR5.2.1a	The process shall provide a web-based, shared communication medium for control and feedback.	Strategic Planning	Controls and Feedback	
FR5.2.1b	The control and feedback process shall be searchable and linked to on-line policies and procedures in an automated fashion.	Strategic Planning	Controls and Feedback	
FR5.2.1c	The control and feedback process shall be searchable and linked to system documentation in an automated fashion.	Strategic Planning	Controls and Feedback	
FR5.7.3	The grant application / proposal process as well as budget line items shall provide statistical and	Partnership Development	Leveraging Resources and Grant Funding	

	performance data.		
FR5.7.4	The process shall provide the ability to track whether the information is reported by the participants is in compliance with the provisions of the grant.	Partnership Development	Leveraging Resources and Grant Funding
FR5.7.5	The grant compliance process shall provide compliance reporting information for grant and partnership management.	Partnership Development	Leveraging Resources and Grant Funding
FR5.7.6	An automated controls and feedback process shall support audit procedures, reviews and audit findings	Strategic Planning	Controls and Feedback
FR5.7.7	The control and feedback process shall provide automated support for disaster recovery and business continuation plans and procedures.	Strategic Planning	Controls and Feedback
FR5.8.10	The statewide financial management process shall have the capability to document financial contract provisions and compare invoices to contracts for authorization of payment	Operational Management	Accounting Management
FR5.8.11	As part of the statewide financial management process, all current systems shall require cross-system communication capability, with a feedback loop in order to report invoicing (expenditures) and payments	Operational Management	Accounting Management
FR5.8.3	The statewide financial management system shall employ and activity-based costing tool and methodology.	Operational Management	Accounting Management
FR5.8.5	The Budget Planning process shall include a statewide VSSS financial management system that communicates with the State's financial management system and local finance office management systems.	Strategic Planning	Budget Planning
FR5.8.6	The Budget Planning process shall provide automated capability for performance management information, performance standards, performance metrics, activity-based costing	Strategic Planning	Budget Planning
FR5.8.7	The Budget Planning process shall include automated budgeting and resource allocation capability that forecasts financial needs based on enterprise-wide strategic objectives.	Strategic Planning	Budget Planning
FR5.8.8	The Budget Planning process shall facilitate automated communication across VSSS multiple	Strategic Planning	Budget Planning

*Web-based  
Communication Medium*

	system platforms to effect statewide sharing of cost, performance, statistical and financial information.			
FR5.8.9	The statewide financial management process shall possess the following characteristics: Scalable and reliable? Transparent? Fault resilient (robust)? Web-based? Secure? Provide real-time data? Provide interim accounting records (back-up support)	Operational Management	Accounting Management	
FR1.1.11	The process shall provide sufficient mobile connectivity between workers in all programs and automated systems such that the work is not location dependent	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.15	The process shall provide mobile capability for performing automated global initial assessment at non-VSSS locations.	Consumer Services	Assessment	
FR1.1.2	The process shall provide for real-time entry and update of the single, integrated on-line Policy manual.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.25	The process shall provide a single repository for consumer, VSSS, and community-based personnel information that is accessible to all users with a need to know.	Consumer Services	Assessment	
FR1.1.25.1	The single automated repository shall provide the capability for VSSS or community-based partners to complete an initial financial and services assessment for a household	Consumer Services	Assessment	
FR1.1.25.2	The single automated repository shall provide the capability to research external systems for verification, match information, and populate required verification specifics, and track and report on missing verifications.	Consumer Services	Assessment	
FR1.1.25.5b	The assessment process shall include the capability for all team members to communicate with each other in a variety of media to include the following: Mobile equipment and accessibility? Universal calendaring? Internal and external electronic file	Consumer Services	Consumer Services Coordination	

	sharing with appropriate security and administration capabilities			
FR1.1.25.5c	The assessment process shall include web-based interface capability to share information between VSSS systems, other agencies, and partners.	Consumer Services	Consumer Services Coordination	
FR1.1.27	The process shall provide an automated, integrated, real-time searchable policy manual for all programs including financial, protective and supportive services for households (this includes for individuals, children, families, and adults).	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.29a	The process shall have capability for an end user to toggle to and to view applicable policy from any rule-based point in the global data gathering facility and from any rule-based or policy-based point in any legacy system	Consumer Services	Consumer Services Coordination	
FR1.1.29b	The process shall have the capability for displaying on-line practicum (best practices work behaviors and procedures) side by side with applicable policy, but not integrated within policy.	Consumer Services	Consumer Services Coordination	
FR1.1.29e	Applicable policy links shall be available from any data element or from any screen or page	Consumer Services	Consumer Services Coordination	
FR1.1.3	The process shall provide automated links between policy manual and notices of policy change and or clarification, and links between policy manual and state/federal law.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.31	The process shall provide universal on-line policy access to the general public, inclusive of consumers and community-based providers	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.4	The process shall provide automated inquiry postings and responses for policy clarification viewable by all with a need to know with links between the response and policy.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.5	The process shall provide automated traceability between policy manual updates and policy change notification and/or policy clarification responses.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.1.6	The process shall have the capability to synchronize policy updates and system updates with releases of	Operational Management	Business Modeling Laboratory	Information production,

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	policy and systems simultaneously.			dissemination and sharing
FR1.1.7	The process shall notify all impacted users of policy update upon sign-on.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR1.2.1d	The process shall provide networked office automation to include but not be limited to: -word processing-spreadsheet-calendaring-email-on-line chat-instant messaging-web conferencing	Partnership Development	Community-based Strategic planning	
FR1.3.5	The process shall provide a web-based method for communicating and reinforcing holistic service philosophy to a target audience consisting of the community, service partners, state and local entities.	Partnership Development	Community Education and Partnership Outreach	
FR1.3.5f	The process shall provide automated communication of partner outreach and education results and best practices.	Partnership Development	Community Education and Partnership Outreach	
FR2.3.2	The process shall employ broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR3.3.11	The business modeling laboratory shall employ wireless and mobile technology.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.1.2	The process shall provide mobile electronic employee and consumer authorization capability.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR4.5.4	The automated policy manual shall provide links to originating laws and rules governing confidentiality.	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.2.5	The Enterprise Change Management process shall provide broad-based media capability to communicate to a variety of entities the goals and results of change management and best practices demonstrated by the changed work behaviors and work relationships.	Strategic Planning	Enterprise Change Management	

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FR5.8.1	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between employees about individual and organizational accountability for improving VSSS operations	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing
FR5.8.2	The process shall have a broad-based mechanized communication medium for self-service to promote free flow of information to and between the Business Modeling Laboratory and line and management staff statewide	Operational Management	Business Modeling Laboratory	Information production, dissemination and sharing